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**Safety Measures For The Modern Welder**
*(see page 24)*

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**Training—a Duty and a Headache**
*(see page 19)*

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**Can Psychology Help Industry?**
*(see page 30)*

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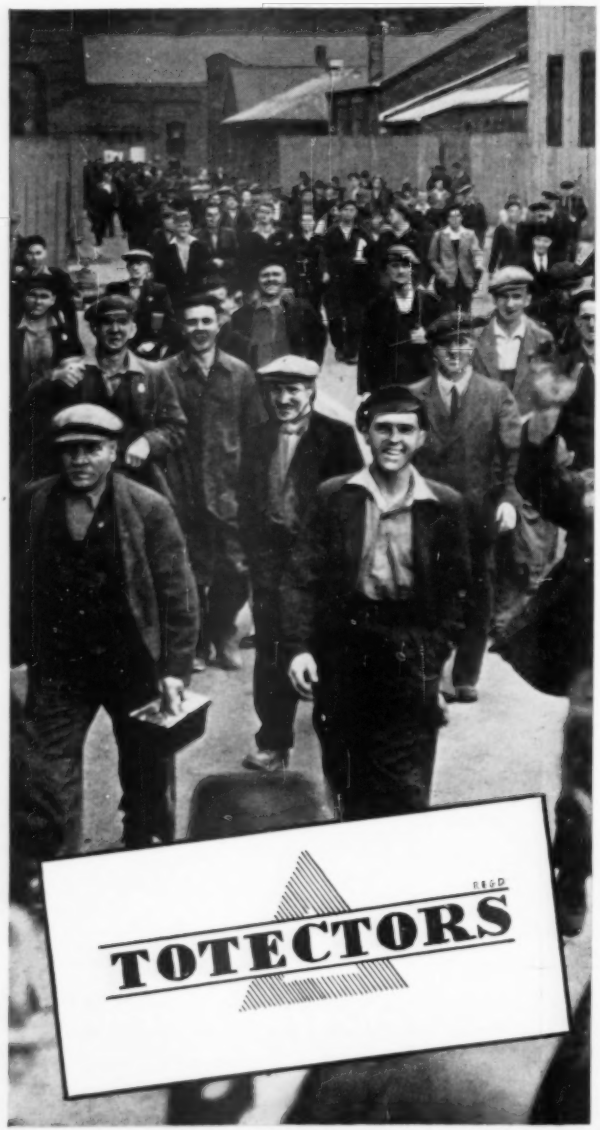


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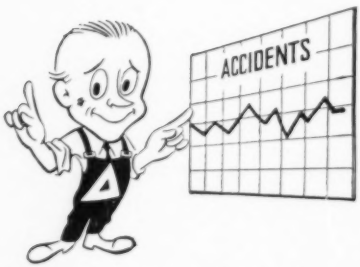


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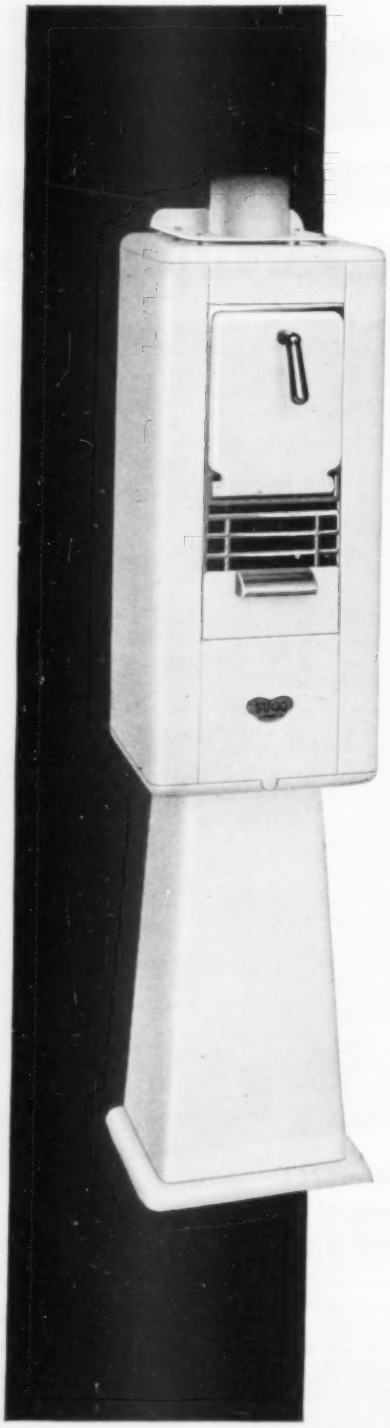

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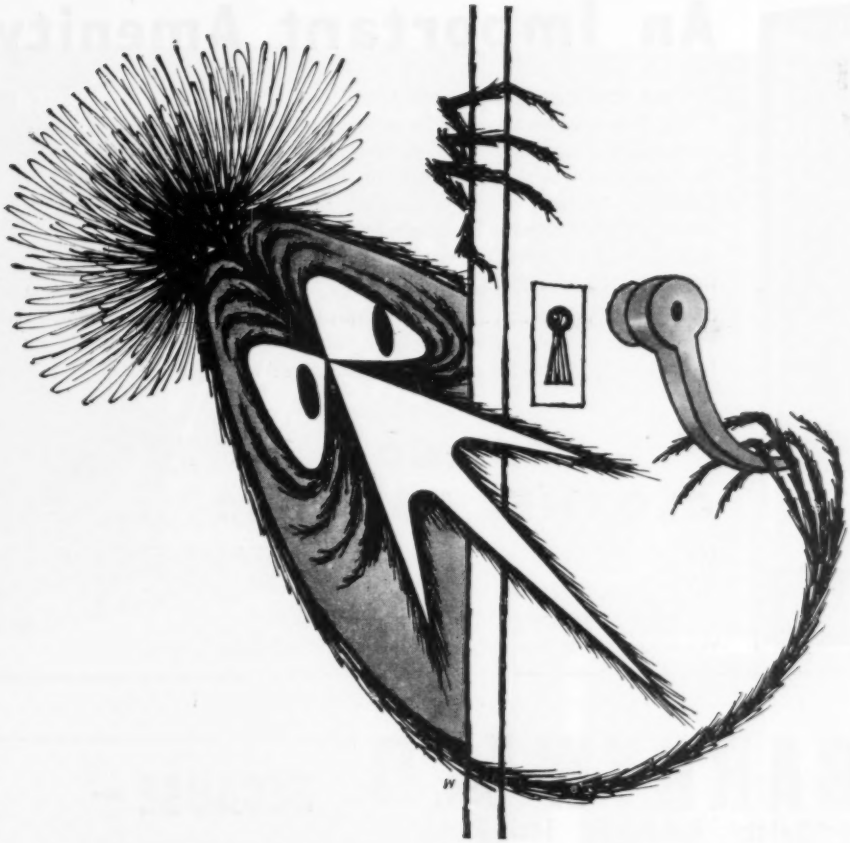

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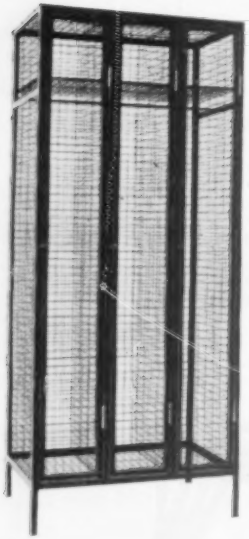

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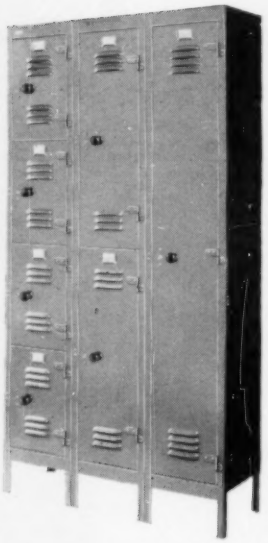

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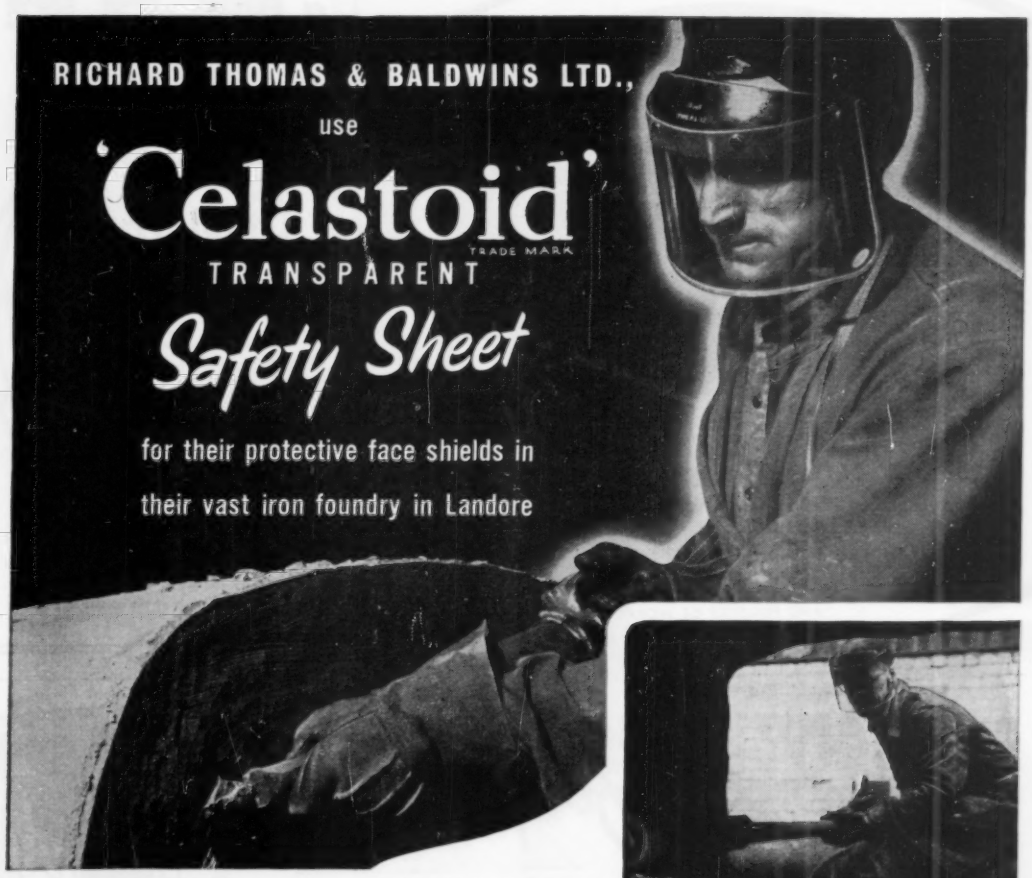

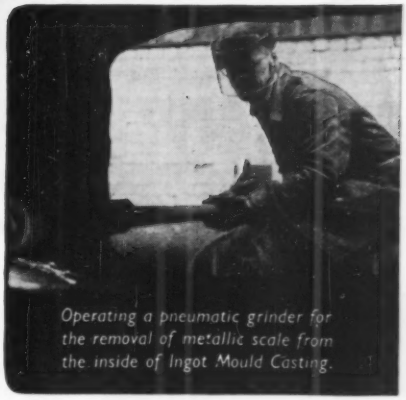

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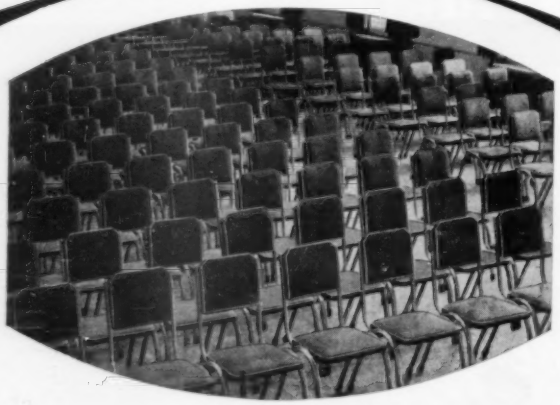

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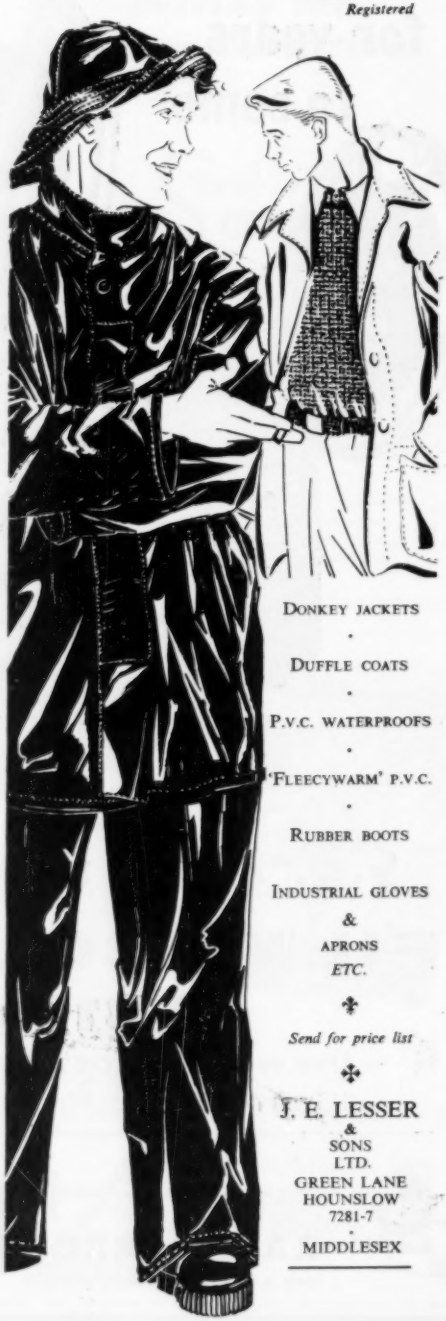

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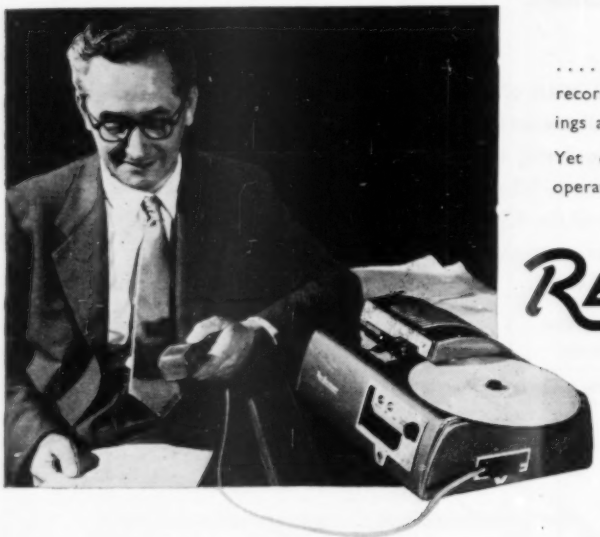

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# Point Counter Point

*Challenging Ideas & Events in Personnel Management*

## NONSENSE AND NEUROSES

WHEN the word "psychology" is mentioned quite a number of people feel like reaching for a gun; others proceed to close their minds and their ears and prepare to sit stoically through what they imagine will be a session of long-haired nonsense.

The converted themselves are to blame for much of this lack of sympathy. Believing they have found the key to all human problems, all too often they preach their gospel with an assurance that ignores completely the long, sad history of humankind. They forget that psychology, as a science, is still in its infancy and that, even if it could lay bare all the secrets of the mind and the soul, this would be no guarantee that human beings would behave any better. There may be more than one thinks in Sam Goldwyn's remark that "a man who sees a psychiatrist needs to have his head examined".

Bearing this in mind, we begin this month a series of three articles on how psychological knowledge can help the personnel manager. These are written by Mr. Z. M. T. Tarkowski, who will be lecturing on a line theme (under the title of "counselling") to the BACIE Development Programme for Education and Training Officers which starts on the 6th of this month at Basingstoke. In these articles Mr. Tarkowski treads very cautiously along paths where basic psychological knowledge can undoubtedly help in promoting good industrial relations, or at least help towards understanding others. He makes no specious claims, and it is not without interest that the word "psychology" or any derivations appears nowhere in the first article.

The nation is paying a heavy price for maladjustment in industry, as was pointed out in a recent paper to the British Association by Dr. H. G. Maule. Quoting Ministry of Labour figures, Dr. Maule showed that losses through sickness are about 75 times our losses through industrial disputes. At any given time, in fact, about one million men are away from work through sickness, and studies of neuroses in industry had shown that anything between one-third and one quarter of these cases were psychological rather than physical.

Dr. Maule went even further:

"Though it may not be easy to prove, we may suspect that some of the labour disputes also have their deeper roots in psychological strains."

In any event, if at any given time over 250,000 people are away from their jobs through neurotic illness, the more publicity given to the subject the better. We are still a long way from setting up psychiatric clinics for pet poodles.

"Psychologically speaking, the best thing is to come to terms with them—like me."

## ALL QUIET IN WHITEHALL

IS the whole problem of inflation, so far as the Establishment is concerned, likely to be given the Iron Curtain treatment? Is it to be elevated (if that is the word) to the status of secrecy that surrounds national security measures or foreign policy?

These thoughts were prompted by attending a Press Conference the other day at the Treasury. Various industrial

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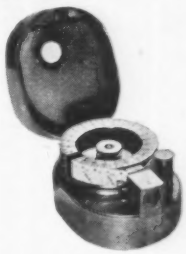

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## Point Counter Point

An interesting comparison at the recent Radio Show was between the type of abacus still used in China today, and this device—for electronic computers—capable of storing over 1,000 "bits" of information.

correspondents had been invited along to hear what conclusions or agreed policies, if any, had been reached at the latest meeting of the National Production Advisory Council for Industry. We were kept waiting an hour and then told, in effect, that we were to be told nothing. The councillors set a precedent by deciding that no reports of their speeches were to be published.

This announcement triggered off a barrage of questions which were brilliantly parried by a Treasury spokesman. Indeed, all that really emerged was that there had been a free exchange of views among Government, employers' and union representatives and that the problem of inflation should be considered at further meetings of the NPACI. That and the somewhat naïve statement that the Minister of Labour had come to feel that the Council was something on which the Ministry of Labour should be represented. It would be strange if the M.o.L. thought the opposite.

As a result of all this, one or two national dailies appeared the next morning with stories which may have been accurate but were certainly the result of inspired guesses; for the Treasury spokesman did not even play that jolly little game of encouraging his questioners to read between the lines.

In recent years there has been a dangerous tendency for officials and pressure groups to declare certain topics of public interest either taboo or sacrosanct, or both. This is often justifiable but a pompous silence about inflation is just plain silly. We all know that it exists and most of us have felt its effects. If the Press is invited, at the very least they can be given some platitude to dress up. Heaven knows, we have enough to choose from.

### MISLEADING ARTICLE

"MR BRITAIN: £12 A WEEK" ran the *Daily Express* front-page headline the morning after the M.o.L. half-yearly survey of the earnings of manual workers was published. The *Express* was in fact referring to the figure of 241s. 6d as the average earnings in April, 1957, of men (21 years and over) in a wide range of industries but excluding the coal mines, railways and farms.

The motives behind the treatment of news by the Beaverbrook Press are often obscure, to say the least of it; in this instance, however, it seems that the *Daily Express* thought the figures a jolly fine thing, proof even of Mr. Macmillan's claim (and Lord Beaverbrook is not his staunchest supporter) that "we've never had it so good".

But this £12 a week average covers a multitude of anomalies. We need only cite at one end skilled railway workers whose take-home pay is well below this and at the other dockers, market porters and building labourers who (with overtime and "perks" admittedly) are earning more than many professional men with a University degree.

Such a situation may not be just but it is there, and it makes nonsense of the economic dictum that brains are always more highly rewarded than muscles. In a period of over-full employment exacerbated by militant unionism and rampant "me-tooism," a lot of the textbook becomes irrelevant. Most of us look for our economic yardstick in the days before 1939, some even refer to before 1914: we might as well go back to the economics of the Greek City State.

As a guide to the nation's financial health, £12 a week is significant only as a comparison. According to the same survey, the average earnings of women 18 years and over were £6 5s. 10d. a week. In this issue, however, we carry a story of a firm where copy typists are earning over £12 a week because their work is intelligently planned. Even in a crazy world it would appear that there is still scope for common sense.

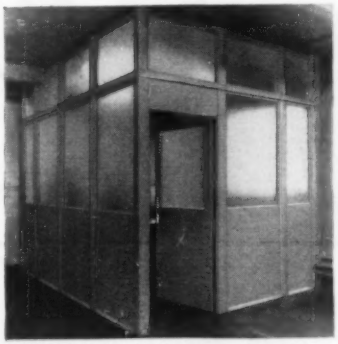
* * *

*Safety propaganda gimmicks are as diverse as they are welcome. One of the latest to come to our notice is from the Richard & Baldwins Panteg steelworks where the safety engineer, Mr. H. L. Clayton, has placed a large board carrying three coloured lights arranged like traffic signals near the main entrance to the works. A red signal indicates that an accident has occurred within the last 24 hours, an amber light that there has been no accident within the last 24 hours, and the green light proclaims no accident for seven days.*

* * *

### SCEPTICS REBUFFED

IT is too often the fate of the work study man to be looked upon with suspicion by the workers and with thinly-veiled scepticism by management. It is the pariah panacea: "all

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# Joint statement by The British Employers' Confederation and the Trades Union Congress

AN increase in personal savings would be greatly to the advantage of Great Britain at this time. That is a conclusion upon which employers and trade union leaders as well as all the political parties are commonly agreed.

One important benefit which, we believe, would result from a substantial increase in savings would be to slow down the rate of the inflation of our currency which has been going on steadily for a number of years. Another would be to help us to finance the very heavy programme of industrial development Great Britain must undertake if we are to compete successfully with other highly mechanised industrial nations in the markets of the world. In addition, individual savers who are able, even with some effort, to put something by regularly will find it greatly to their personal advantage to do so.

For these reasons we, representing respectively the British Employers' Confederation and the Trades Union Congress, call upon all leaders of industry among employers and the trade unions to give their best help to the National Savings Committee in their campaign during the coming winter to increase by not less than five per cent. the number of people saving through National Savings Groups in places of employment.

24.8.1957

(Sir Thomas Williamson)
Chairman
General Council Trades Union Congress

(Sir Colin Anderson)
President
British Employers' Confederation

ISSUED BY THE NATIONAL SAVINGS COMMITTEE · LONDON, S.W.7

right for the other fellow but just wouldn't work in our firm".

If a British Productivity Council pamphlet just published does not allay this hostility, nothing will. Entitled *Industry Uses Work Study*, it sets out simply, briefly, readably, how 20 firms ranging from Metropolitan Vickers, with 22,000 employees, to Arthur S. Lee & Sons Ltd., with 230 employees, put work study to the study and found it profitable.

The pamphlet takes no more than an hour to read and the firms mentioned have agreed to answer questions put to them about their use of work study. Copies can be bought for 5s. 5d., including postage from the British Productivity Council, 21 Tothill Street, London, S.W.1.

## BEYOND COMPARE ?

IF any readers are wondering whether they are paid too much or too little or just right, they would do well to acquire a copy of the *Survey of Personnel Management Salaries* which has now been published by the Institute of Personnel Management. (Price 25s., Institute members, 12s. 6d.)

The Institute, as is customary, says the figures should be treated with caution because it is a sample drawn from Institute members and then subject to self-selection by the members themselves. Even so, the salaries quoted for a variety of grades of personnel officer in a variety of industries bear a remarkable similarity to the figures offered in any random selection of personnel vacancies taken from the classified advertisement columns.

An interesting sidelight of the Survey says that no specific comparison was made with those outside personnel management "although there are a few selected references to the salaries of factory inspectors, welfare officers, youth employment officers, teachers, civil servants, works managers, bank managers and graduates". The Institute has always been very concerned with our status. Is this list an example of thinking aloud?

## LAST YEAR'S NEWS

ONE of the most exacting and frustrating forms of writing is the compiling of Government pamphlets and reports. Any journalist who has ever taken on such a job agrees on the two main bugbears: first, the need to adapt himself to a woolly and mandarin style of writing and, second, the knowledge that what he says may well be out of date by the time it has been vetted and passed for publication by a hierarchy of departments and officials.

One example is the Annual Report for 1956 of the Ministry of Labour and National Service which appeared on August 21, 1957. There are no doubt many valid reasons for this time-lag of nearly eight months but that does not alter the fact that there is a point in the new year (round about the beginning of February) when the happenings of the old year are no longer "news" because most of us have by then adjusted ourselves to the new date.

Bearing these qualifications in mind, it is interesting nevertheless to read some of the references in the Report to what was happening in personnel management last year:—

"Many additional appointments of personnel officers were made during the year. In part, such appointments have marked the setting up of personnel departments; others have reflected the accretion of new and broader responsibilities to existing departments. Firms have not found it easy to recruit personnel officers, particularly since they have tended to be much more selective and the demand for trained and experienced people seems to be considerably in excess of the supply. Elsewhere, the original narrow terms of reference of many personnel departments have been widened, and procedures and organisations have been improved.

"These developments indicated that managements were increasingly recognising the value of a specialist department and expecting it to make a more significant contribution than in the past to the efficient management of the firm. In this situation the personnel officer could be more readily accepted as a member of the management team, a development which would be more encouraging if there were not some danger that personnel officers themselves might fail to recognise the special nature of the contribution they have to make".

This certainly is just as true of today as it was a year ago; and no doubt when the next M.o.L. annual report comes out in August, 1958, the observations will still be valid. We are not likely to witness a revolution in personnel management, but it seems we are in a position to push an evolutionary process a little faster.

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# Courses and Conferences

## Summary of Residential Courses and Conferences 1958 and External Conferences 1957 and 1958

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**RESIDENTIAL COURSES AND CONFERENCES AT ASHFORD, KENT DURING 1958.**

**All residential courses and conferences for 1957 and part of 1958 are fully booked. Additional courses have been arranged to take care of the overflow, and there are now, some vacancies on the following dates :—**

**5-day Method Study**
17th-21st March, 1958.
24th-28th November, 1958.

**2-week Method Study**
25th August-5th September, 1958.

**5-day Work Study**
14th-18th April, 1958.
15th-19th September, 1958.

**2-week Work Study**
12th-23rd May, 1958.

**5-day Materials Handling**
14th-18th April, 1958.
15th-19th September, 1958.

**2-week Materials Handling**
12th-23rd May, 1958.

**6-week Work Study, Materials Handling, & Human Relations**
6th January-14th February, 1958.
29th September-7th November, 1958.

**5-day Foremanship Courses 1958.**
6th-10th January.
20th-24th January.
3rd-7th February.
10th-14th February.
24th-28th February.
10th-14th March.
24th-28th March.
21st-25th April.
5th-9th May.
2nd-6th June
16th-20th June.
7th-11th July.
21st-25th July.
8th-12th September.
22nd-26th September.
10th-14th November.
17th-21st November.
8th-12th December.

**EXTERNAL COURSES AND CONFERENCES IN VARIOUS CITIES, DURING 1957 AND 1958.**

**1957.**

| | |
|---|---|
| **LONDON** | 3-day Course on Materials Handling. 29th, 30th and 31st October.<br>2-day Office Methods Conference. 3rd and 4th December.<br>5-day Foremanship Course. 2nd to 6th December. |
| **GLASGOW** | 2-Day Office Methods Conference. 12th and 13th November.<br>5-day Foremanship Course. 11th to 15th November. |
| **BIRMINGHAM** | 2-day Office Methods Conference. 10th and 11th December.<br>5-day Foremanship Course. 9th to 13th December. |
| **MANCHESTER** | 2-day Office Methods Conference. 18th to 19th November. |
| **NOTTINGHAM** | 3-day Course on Method Study, Mechanical Handling, and Human Relations. 16th, 17th and 18th December. |

**1958.**

| | |
|---|---|
| **NOTTINGHAM** | 2-day Office Methods. 14th and 15th January. |
| **LONDON** | 2-day Budgetary Control and Cost Accounting. 22nd and 23rd January.<br>3-day Method Study, Mechanical Handling and Human Relations. 21st, 22nd and 23rd January. |
| **SHEFFIELD** | 2-day Office Methods. 19th and 20th February.<br>3-day Method Study, Mechanical Handling and Human Relations. 18th, 19th and 20th February. |
| **MANCHESTER** | 2-day Office Methods. 5th and 6th March.<br>3-day Method Study, Mechanical Handling and Human Relations. 4th, 5th and 6th March. |
| **GLASGOW** | 2-day Office Methods. 30th April and 1st May.<br>3-day Method Study, Mechanical Handling and Human Relations. 29th and 30th April and 1st May. |

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# Training is BIG Business

**One of a manager's main duties is to train those under him. But how should he decide between techniques and social skill?**

By J. BOLTON
Director, Cotton Board Productivity Centre

IF, like me, you are in this field, you need only survey the three volumes published by the British Institute of Management under the heading of "Education and Training in the Field of Management" and note the thousands of courses and the hundreds of bodies who are promoting them, to appreciate that not only is training a business but big business at that. The manager who daily wilts under a mass of paper work of every description finds among it a pile of literature, cajoling, coaxing, shaming him into facing up to his responsibilities of training someone, somewhere. From Westminster and the conference platform, from management literature and from training organisations, the manager takes a battering on the theme of train, train, train! Always there is something good in courses that just should not be missed.

I hope in this article to air some views on training in which my efforts have been largely spent these past fifteen years. Actually, then, I am basically very much in favour of it. Indeed, one of my favourite historical references is the reply sent by the Duke of Wellington in 1810 to his Secretary of State, Lord Bradford. After complaining about the mass of futile paperwork that surrounded him, the Duke stressed that the first duty of any of his officers was to train the men under his command.

So too in the industrial scene I regard it as a perennial duty of a manager to train his subordinates. Most managers accept this, if only because the daily round has to be got through and it is easier to achieve when subordinates are competent. There is unfortunately in these days an inclination to forget that the individual has a responsibility to those who employ him to train or improve himself. But for the purpose of this article I am concerned with the firm's desire to have competent officers and what it is prepared to do about it.

**Hence, the manager's problem about training is first to agree that training should be carried on as a firm's responsibility.** If the manager is a prime mover—"progressive" as training people would brightly describe him—then "training" is accepted.

Is a man to be sent on a course where he will be taught how to use a management technique, such as work study, or is he to be sent on a course (in the popular idiom, an appreciation course) where he will learn a lot about one or more management techniques, but only to a level of understanding? In short, specifically and in detail, why is the man to go away? Is a man to be trained so that he can do a particular job, say work measurement; or is a man to be given a rounding off, through a communion of minds with men of mixed backgrounds, experience and cultural interests?

The personnel officer will have to tell the manager whether these training establishments teach positively or whether they believe rather in the value of group discussion with or without leadership. As most managers are leaders and tend to be law-givers; the personnel officer must often step warily.

What are the advantages of instruction by visiting speakers, many of whom are on tap to many organisations and are busy executives who prefer to talk "off the cuff". How much does it profit a man listening to a high-ranking visiting speaker if he really is not on the beam of the course? Contrariwise, who are resident instructors? What background have they got, how much *practical experience have they lived* through and are their feet really on the ground?

**The manager, a practical man himself, will tend to respect his fellow-doers. The personnel officer likes a systematic attack on a problem and expects the trained instructor to have this knack.**

If a man is being taught to use a technique, say method study or work measurement, then the manager will want to know how much practical work is incorporated in the course, or if there is a follow-up service once the man has returned to his organisation. The manager may need briefing on the relative merits of training establishments which cater for his own industry, as against the centres who take men from far and wide.

Those who teach trainees drawn from far and wide argue that once general principles are grasped, a man should be able to think and act from first principles, and that the discussing of other people's problems in the light of general principles strengthens belief in the efficacy of such techniques as are being taught. The industry type of course teaches the same general principles, but ties them into relevant circumstances of the industry in which all the trainees work.

The trade associations, or central bodies, can thus marry the general application to the specific. There are other advantages. All the trainees have a common background of experience; they think and talk the same language. The long silences, often noticed on other courses whilst men translate what the speaker says from his experience and in his language to that of their own experience, are shortened if not eliminated. As much of the work in a factory is of routine character, technique, principles and practice can be demonstrated in the laying down of procedures and check lists. This saves time and repetitive thinking by too many people on too many occasions. The instructors are usually well grounded in the technology of their trade and visiting speakers, where used, are usually from the trade. Follow-up visits are part of the course and covered by the course fees. Fees vary considerably, depending on whether the promoting body is self-supporting, or whether and to what extent they are subsidized by local or county rates, or levies from a trade group.

Most of us are prone to making quantitative assessments and results are wanted once a man has returned to the daily round. How is this return to be shown? If a man has been on an intensive techniques course, such as motion study or work study, the results of assignments carried out in the firm can be quantitatively shown. To put it bluntly, the techniques trained man can usually more than earn his corn. But not all training is intensive, nor is it only concerned with techniques. The process of learning new knowledge, of acquiring poise and confidence in one's relations with people, in the ability to listen well in addition to talking well, in acquiring a more perceptive judgment —all these and more crowd themselves into a man's life year by year. The maturing of a man's mind and personality is often a slow process and it is never spectacular.

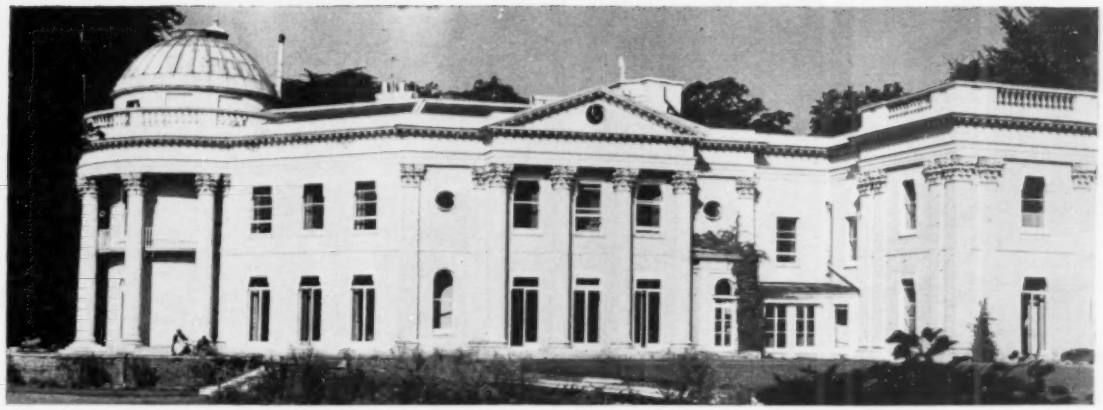
**"The sophisticated personnel officer becomes increasingly aware of the striking similarity of course content matter . . . No new topic is missed whether it be group dynamics, speech training, quick reading, operational research, statistical method or social ease".**

Whose course is likely to be best? Is the answer one organised by the management consultants, whose main business after all is making their management philosophies and techniques work, and whom one would expect to be practical in the extreme? Or, is it one of the many residential training centres tucked away in the heart of the country where the visiting lecturer is often the main instructional medium; an industry's own training organisation perhaps, or one or other of the university summer courses. Or are the local technical college's night classes spread over a longer period a better proposition?

## *Sales Appeal*

How do managers decide where to send their men? There is, of course, the word of mouth recommendation by a business acquaintance, or the precedent of having already sent a man to a particular course. Normally, however, most managers will be influenced by the written word of the brochure, or leaflet. Accordingly training bodies devote time and care to the make-up of their announcements. Some establishments turn out elaborately printed and illustrated booklets. Others, either from pressure of financial stringency or in an oblique attempt to convince the recipient that frugal management is observed even in publications, turn out duplicated sheets, pamphlets, folders, etc. Some pamphlets are sober and prosaic while some have the stamp of artistry in the handling of words; others go all modern —slick, eye-catching titles and snappy idioms, with appropriate references to productivity, cost reduction, illustrations of Gantt charts and carefree groups easily discussing without rancour some managerial problem.

The sophisticated personnel officer becomes increasingly aware of the striking similarity of course content matter. He will notice that many management appreciation courses appear to consist of a large number of topics distributed at random over a number of boxes, or periods, determined by the length of the course. No new topic is missed whether it be group dynamics, speech training, quick reading, operational research, statistical method or social ease. The economic background is a "constant", and group or individual psychology under a variety of descriptions is usually afforded a high place. Some, on the other hand, plug on determinedly with work study, or other quantitative techniques.



*Sundridge Park, near Bromley, Kent, is one of a number of former stately homes now used as management training centres. If they can help to make British industry more efficient, then no one should regret that their days as private dwellings are no more.*

**Hence, it seems to me that there should be a clear understanding on what certain courses can and cannot do. The training bodies should make it clear in their announcements, but the manager should also be quite clear about the sort of impact he wants the course to have on his man.**

Thanks to all types of propaganda and the demonstrated and publicised results of experiences, fewer and fewer managers need convincing about the "pay off" from intensive techniques courses. But what of the proliferation of management courses for foremen, management trainees and senior managers? Are all our training courses for foremen pitched right; what is the foreman's job, as the manager sees it as well as the foreman? Are training courses aimed at making him better in his existing job as foreman, or at giving him a glimpse of the better job which he may never get? Can the training bodies suggest ways by which a manager may plot the improvement of his foremen. Has the manager himself any quantitative or qualitative yardsticks?

The bringing together of senior managers is a fine thing—where it can be done. The older, more responsible man usually does get something from mixing with other managers, even if the course content doesn't quite live up to expectations. "Talking to Buggins" is a good way of getting a manager to challenge his own thoughts and practices and stimulating him to do better. Even so, a kind of managerial apologia inevitably appears. "Very good, but academic—too much theory you know." The instructor on these courses should exercise restraint. Courses for the manager should not, in my view, get down to the detail of techniques which will be a subordinate's task; co-ordination and control is his job and he should know where and what to look for.

## *The "Blue-eyed Boy"*

In the matter of the management trainee, much ink has already been spilled over him and my contribution will be brief. Men must be trained and forced to assume greater responsibilities, but I hold more to the doctrine of the practical way, rather than to long sojourns in temples of learning and a short term dab at many sub-managerial tasks en route to the "top management". A man is better for climbing through the ranks gaining specialist experience. If his training can be intelligently planned so that he is progressively put under the stress of dealing with new and tougher workaday assignments, whilst he learns to cope with what Archbishop Cosmo Gordon Lang termed "the strain of men", then few managers will quarrel with their personnel officers or with the training establishments.

Of course it is sound policy to combine pure learning courses in outside training institutions with this sort of approach. Nothing but good can come of it provided the timing is right and the course is suited to the trainee's immediate and short-term needs. The best of the outside management courses, representing concentrated theory based on practice are first-rate but they can be "heady" if taken alone.

I don't think that in this country we have fallen into the faith of the "blue-eyed boy" being specially groomed for top management positions, through a series of pressure courses and fleeting assignments in a succession of offices. Most managers today came up by what is termed "the hard way." It is a way they know and respect. We training people want the manager on our side. If we wish to influence him we should not begin by affronting him when we assert that packaged management training is the modern and therefore better way.

Though many of us are accustomed to quantitative evaluation, there is surely a limit to it. The effects of managerial training are slow to develop. They are qualitative and grow stronger over the years. One of my closest manager supporters with whom I had been discussing this problem thought that the problem of management training could best be left as a manager's problem, where he did what he did as an act of faith! His argument was that the development of men was a duty anyway; that it was good for morale—the most important thing of all; and that the pay-off was long delayed. But have we many managers who will take this long-term view?

As trading conditions get keener, the need for competent subordinates will become more and more a problem. More (not less) training of a high order will be needed. The cold wind of competition kills off the weaker of the industrial firms. It will, and should, kill off the weaker training programmes of the outside bodies. We in that training field should be buckling to—to survive, yes!—but also to offer increasingly better training facilities to the managers and their subordinates.

The company's remote control dictating system leaves the typist free to get on with her work. When a correspondent is ready to dictate he unhooks a microphone hanging by his desk. A green light flashes on a tape recorder in the typing pool where an office junior tunes in, lists the correspondent's name and the time he begins and ends dictation. Monitoring is a part-time job; she also has time to brush up her own typing speed.

# They Coaxed Their Typists to Earn More

By DAVID JUDGE

IT is over two years since Carborundum Co. Ltd., Manchester, decided to employ its typists on an individual "payment by results" basis, yet the letters still arrive asking for details of the minor miracle—namely, how the firm managed to cut its typing pool staff by almost half, reduced the costs of typing each letter by a third, yet today copes quite easily with an increase of 50 per cent in letter writing. The economics and production methods of the scheme tell an interesting story, but equally fascinating are the twists and turns of the personnel drama enacted during the reorganisation.

The company's chief office problem in 1955 was the typist shortage. It was aggravated by the fact that the Trafford Park works are a long way from the city centre, planted in the midst of an entirely industrial area; there are no shops nearby, no chance of meeting people other than workmates, and working hours are unusual—8.15 a.m. to 4.45 p.m.

The typists knew they were in short supply and, whether consciously or subconsciously, they tended to dictate their working speed. Even with overtime working and the aid of a half-dozen bureau typists, the work was still 2-3 days in arrears.

The bureau typists were addressing the firm's monthly invoices at the rate of about 30 per hour, although the firm knew it was possible for a good typist to reach 130 per hour, so the management suggested that they be paid a bonus based on results, entirely independent of the wage they received from the bureau. They agreed and, as a result, work which before had taken days could now be reckoned in hours.

This immediate success implied that letter typing might be speeded up in the same way, relating the bonus to the number of lines typed in a day. Two lines a minute seemed a reasonable rate, but even if a girl worked at this pace for the entire day, and the firm believed she would if the money incentive were right, there would still be inevitable delays caused by inserting paper and envelopes in the machine, typing addresses, etc. As shown above, a typist's working day, allowing for lunch break, is 7¼ hours long. Seven hours of that time, it was decided, would be the time actually spent in typing; the remaining 45 minutes would be allowed for normal interruptions.

The bureau typists were interested, agreed to try the new system, and found they liked it. Moreover, they discovered that they could pass easily the required target of 840 lines a day. Provided their concentration and the inflow of work remained steady it was not difficult to reach 1,000 lines in a day. When they realised this, of course, the pattern changed: instead of having to be pressed to work, they began to demand more.

It may have been a mistake on the company's part to attempt this first incentive experiment with a group of workers from outside, but it was by no means a question of forgetting their own staff. The typists were already sharing a group incentive payment applied generally to the office staff. However, the result was an acute problem in human relations. The bureau typists were clamouring for more work, but it was difficult to get the company's typing pool to supply it. As it turned out, the typists on the company's payroll were envious of the earnings of the bureau girls.

The company countered by offering their own typists slightly more generous terms. They offered to pay one girl who was already producing about 1,000 lines a day the bonus she would have earned if she had been on piecework. She refused simply because it would commit her to a system which she knew her friends suspected and disliked. She was asked to explain the system to the other girls, to describe its advantages, but it was no use. They would not co-operate. There were three reasons: first, the typists' prejudice against any system of payment by results; secondly, feelings of group solidarity, and thirdly, to quote the firm, "the desire on the part of some

of the typists . . . to have an easy time for a moderate rate of pay and prepare for marriage, rather than have a more strenuous time for a higher rate of pay".

The company was faced with a decision. Should they scrap the scheme simply because their staff were unfairly prejudiced, or should they press on with it, in the belief that by persuasion and the promise of financial reward, they could overcome opposition? Girls on production work in other departments were earning £10-£12 a week on an incentive basis; there had been no problems there, and if the typists would try the scheme it was possible, since their basic rate was 25 per cent better than the bureau typists, for them to earn at least £10 a week.

The firm decided to set the scheme in action. Each typist was assured both verbally and in writing that she could lose nothing by it, but, in fact, could gain handsomely. The effect of this move was astounding. The typist who had previously been producing over the average output immediately reduced it to the minimum, and some of the others had minor attacks of hysterics. Worst of all, a garbled version of the story reached a daily newspaper and the firm had an interesting but damaging and unwanted paragraph to put in its press cuttings file.

By this time typists were denying that they could produce more than half the output of the bureau typists, and before the new system had been operating a month, five girls who would soon have attained the target figure handed in their notice. Shortly afterwards when the typing pool was transferred to another part of the building where the bureau typists worked, another four refused to make the change, handed in their notice and went straight to the newspaper to provide yet more sensational publicity.

Strangely enough, this was the turning point for the firm. Helped by the bureau typists, the remaining staff and outside assistance from employees' wives who had been trained as shorthand typists, within a month the output rose to a higher figure than ever before. Typists were now finding that they had no difficulty in earning up to £12 a week, and although one more story appeared in the papers to the effect that it wasn't fair to the men that women should earn so much, the scheme has worked successfully ever since.

## *Bonus for Quality*

A quality bonus has been introduced which has silenced the old recurring complaint that letters were badly typed, and a remote control system of dictating has been installed which has a double advantage. The typist can work continuously at her desk without interruption, and there are now no opportunities for any private conversation between the typist and the correspondent, which the firm believes helped to aggravate the earlier difficulties.

Nowadays almost no overtime is needed, the girls keep themselves busy all day and at the end of the week they take home approximately £12. Their output has risen by 150 per cent, and they now type on average 1,200 lines a day. One of the original girls who sincerely believed she could never improve much upon her 450-line average now types 1,400. Even a junior typist, trained by the firm, can reach the target of 840 after only six months in the pool. And as a result of this increased speed, letters are typed and returned to correspondents within two hours of dictation. Good relations on all sides are fostered by a film the company has made called "The Dictation and Typing of Correspondence" which illustrates to each party the problems of the other.

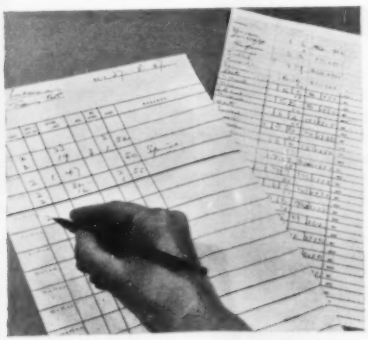
Staff turnover is negligible, and the company has found that the new system of working attracts the best kind of typist. The only problem the management has, even though the staff has been reduced to nine typists and two juniors, is to keep them supplied with the amount of work they want to do.

It is rare for a girl to leave. If she does, the office manager claims, he gets a strong impression that the rest of them do not want a replacement.

The experience has taught the firm several lessons in staff relations. They believe that much of the trouble could have been avoided if they had sought the typing pool's understanding earlier. The typists were not ill-informed about the changes, but natural resistance to change was underestimated. The management now holds a meeting at least once a month to clear up any difficulties that may have arisen.

Most important of all, the firm learned the value of refusing to be intimidated either by the typists' ultimatum of "drop the scheme or I leave" or by the sensational misrepresentation it was given by the newspapers. They believed their plan would work to everyone's advantage if it were given a chance. As to its success, the interest which the rest of industry is showing in this revolutionary system of payment by results for typists tells its own story.

The typist plays the recording back on her own machine through earphones. The typed letter is then checked by a supervisor and returned to the correspondent. The centre photo shows, left, the typist's own record of the number of lines she types in each letter, and, right, the monitor's correspondence progress card.



# Safety Measures for the New Welding Techniques

## Modern Fusion Processes Demand Accident Prevention Standards of Like Efficiency

By J. L. SANDERS

Institute of Welding

THERE are numerous welding and allied processes in use today and new methods, or modifications of existing ones, are being continuously introduced to meet the changing demands of industry. Each new development brings with it potential hazards to the health of the operator so that consideration must always be given to the provision of proper safety precautions before new equipment is put into use.

In common with most industrial processes, welding and cutting may be detrimental to the health and safety of the operator, but if reasonable precautions are taken, the operations are rendered completely safe. The health records of welding are amongst the best of any industrial occupation and the exercise of care by all those responsible for, or engaged in, welding will help to maintain and, it is hoped, improve this position.

For the purpose of this review the processes may be divided into two groups: namely those in which the base materials are fused (arc and gas welding, etc.) and those in which they are not (resistance welding, etc.). The second group present few hazards so that this article will be concerned chiefly with fusion welding. The precautions necessary during cutting are similar to those required for welding.

### PROTECTION OF THE EYES, HEAD AND BODY

In the fusion welding processes a source of heat is used to melt adjacent surfaces of the work and molten filler metal is usually added to complete the joint. The source of heat is always very intense and this, together with the pool of incandescent weld metal, gives rise to infra-red, visible and ultra-violet radiation. To avoid damage to the eyes of the welder, a filter glass is used to remove the harmful radiation and to reduce the visible light to a satisfactory level for comfortable vision during welding.

The shade of glass which should be used is related to the welding process and to certain process variables (welding current, type of work, etc.). The shade is specified in BS 679:1947—*Protective filters for welding and other industrial operations*, for the metal-arc and gas welding processes. The requirements of this standard are also satisfactory for inert-gas tungsten-arc welding but in the case of the inert-gas metal-arc welding process, darker filter glasses and an additional heat-absorbing filter are necessary. To protect the filter glass, a plain, tough cover glass is used. In gas welding, the filter and cover glasses are carried in suitable goggles, a wide variety of which is available to suit individual requirements.

The arc welding process produces much more intense radiation and protection of the skin is essential so as to avoid burns; the filter glass and cover glass are therefore carried in a helmet or hand-shield which protects the head. Gloves must be worn to protect the hands and any other exposed skin must also be covered. In the welding of bright materials such as aluminium and stainless steel, the back of the neck should also be protected. A higher intensity of ultra-violet radiation is emitted by the inert-gas arc welding processes and requires particular care in the protection of the skin; white overalls should not be worn.

The filter glass will remove harmful radiation and give comfortable vision.

In order to prevent radiation affecting other workers in the vicinity of welding operations, suitable screens should be placed around the work. In the case of small parts which are welded on a bench, it is good practice to install individual welding booths which are enclosed by suitable permanent screening. For site work and large jobs in the shop, portable, temporary screens should be erected.

"Arc-eye" is a common accident caused by carelessness or lack of proper screening arrangements. It is not generally the welder who suffers but those working near him who receive a flash from his arc. The symptoms develop some hours after exposure and are very painful. There are not, however, any permanent effects. The protection of welders' helpers is thus very important and it is necessary for them to be provided with suitable goggles or hand-shields.

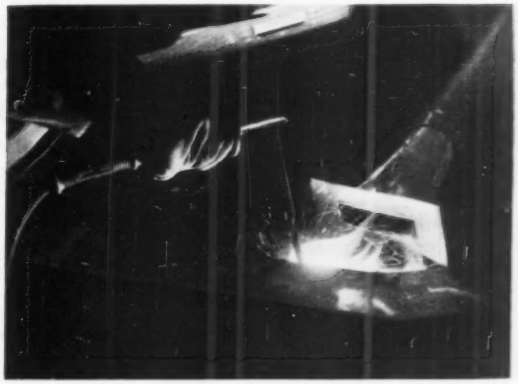
Most welding and cutting processes emit particles of hot metal and slag so that protection for the body is necessary. The usual protective clothing consists of a leather or asbestos apron, gauntlet gloves of the inseam type,

goggles or helmet. Where there is much emission of hot particles it may be necessary to wear asbestos sleeve protectors, and asbestos spats to protect the feet. It is also advisable to specify overalls without turn-ups, cuffs or any other places where hot particles can be trapped.

## PROTECTION OF RESPIRATORY ORGANS

The intense heat of the arc or flame acts on the electrode, filler wire, base metal, the gases of the atmosphere, shielding gas and welding flux, giving rise to a variety of fumes and gases. Some of them may, if not removed, be harmful to the health of the welder and an essential part of all welding work is adequate ventilation. Where the natural ventilation of the shop is such that the fumes do not clear very quickly, suitable ventilation should be provided by means of extractor fans. For work in confined spaces and for all other cases where normal ventilation is insufficient, local fume extraction should be provided. Recent research has indicated that the air velocity at the welding zone should be of the order of 100 to 120 ft. per minute for complete fume control. **In all cases it is most important to make sure that the direction of ventilation is away from the breathing zone of the welder towards his work.**

When certain alloy steels, brasses, bronzes, galvanised and other coated materials are welded, particular care as regards ventilation is necessary and the provision of respirators or face masks is sometimes essential.



In confined spaces local exhaust ventilation is essential. It should also be provided if ventilation in general is not up to standard.

Special care should be taken when welding material which has been degreased by means of trichlorethylene or carbon tetrachloride. During welding, the highly toxic gas phosgene may be formed from traces of fluid remaining on the work and material should, therefore, be completely dry before welding is attempted. It is also important to ensure that vapour from the degreasing bay does not reach the welding shop, and ventilation should, therefore, always be arranged towards the cleaning bay and away from the welders.

The toxic gas ozone is formed during inert-gas arc welding and recent work indicates that added care should be taken with ventilation. In confined spaces, local exhaust ventilation is *essential* and, in the absence of good general ventilation in the shop, it should also be provided.

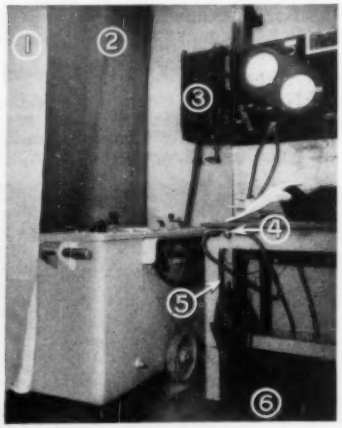
A recent development in welding technique involves the use of carbon dioxide as a shielding gas. Carbon monoxide is formed in the arc and a small amount escapes in the welding fumes. At normal operating positions, when there is good ventilation, the concentrations are well within accepted tolerances but, in confined spaces, local fume extraction must be employed.

*It is now generally agreed that, provided the correct ventilation conditions exist for the type of work being carried out, there is no danger to the welder's health from fumes and gases, irrespective of the welding process or the material being fabricated.*

## FIRE AND EXPLOSION PREVENTION

In the absence of proper care, accidents may be caused by the gases used in the gas welding and cutting processes. In the event of faulty equipment, concentrations of fuel gas or oxygen may build-up in confined spaces and cause a fire or an explosion. Acetylene, for example, will form an explosive mixture with air if it is present in any proportion between 2 per cent and 82 per cent; a raised oxygen content will render clothing and other combustible materials much more readily inflammable. The gas cutting process calls for special mention in this connection because a part of the cutting oxygen is not consumed during the cutting reaction and is released into the atmosphere.

In confined spaces it is essential, therefore, to remove the enriched air by means of suitable exhaust equipment. The practice of sweetening the air with oxygen in tanks, boilers and




A well-arranged arc welding booth: (1) Front curtain drawn back, (2) side curtain, (3) mains switch-fuse, (4) earthing terminal, (5) insulated hook for electrode holder and (6) a clear floor. Such booths prevent radiation affecting other workers.

What the well-dressed welder is wearing. The usual clothing consists of a leather or asbestos apron, inseam-type gauntlet gloves, goggles or helmet. Asbestos sleeve protectors and spats are also needed where there is a danger of hot particles.

other vessels is very dangerous because, as mentioned above, a raised oxygen content in the air will cause the welder's clothing to catch fire very readily and to burn fiercely. Sweetening should not, therefore, be carried out under any circumstances and the atmosphere in the vessel should be continuously changed by proper ventilation.

Compressed gas cylinders require care in use and storage; they must not be allowed to become hot, and damaged or faulty cylinders should be returned immediately to the supplier. In the event of an acetylene cylinder becoming overheated, it should be treated in strict accordance with the supplier's instructions.

The welding of vessels that have contained combustible materials deserves special mention. If the previous contents of any vessel that requires repairing are unknown, however long it may have remained empty, it should be treated as if it had contained an inflammable substance. Such vessels must be properly cleaned by a recognised method before any heat is applied. If a repair is attempted without adequate cleaning, an explosion will almost certainly occur and serious injury may result.

Fire precautions consist essentially of making sure that there is no inflammable material near welding work which can be ignited by the emitted particles. All inflammable material should be moved away to a safe distance and wooden floors well damped or covered with metal or asbestos sheeting. Attention should also be paid to the construction of walls and floors and if there are gaps through which hot particles could travel to adjoining rooms, these rooms should be inspected so that any inflammable material may be cleared away.

## ELECTRICAL RISKS

Electric welding plant is very carefully designed so as to be free from electrical risks but, as with all electrical machinery, accidents can occur if care is not taken. The maximum voltage used for welding is of the order of 100 volts and, under normal working conditions, is generally regarded as safe. Some types of plant operate at a lower voltage but in no case should the risk of shock be ignored.

Care should be taken to ensure that all equipment is in sound condition and that the installation is regularly inspected by a responsible person. Particular attention should be paid to the condition of the cables and the electrode holder and all connections should be checked. It is most important to see that the work and the plant are properly earthed and that the welding return cable is of adequate capacity. *The importance of these points cannot be over emphasised.* Means should be provided for quickly breaking the circuit in case of accident.

## CALCIUM CARBIDE

Mention must be made of the requirements for the storage of calcium carbide. This material comes within the requirements of the Petroleum Acts and, apart from very small quantities, a licence must be obtained from the Local Authority before it may be stored. Store rooms for carbide must be dry and well ventilated and a prominent notice must be placed on the door forbidding smoking or naked lights.

## PAINTS FOR WELDING SHOPS

It has been the practice in many works to paint the walls of welding shops with a matt-black finish. Research has now shown that a matt, pastel colour is entirely satisfactory provided that the paint is based on zinc oxide, zinc sulphide or rutile titanium pigment. Modern welding shops are, therefore, being painted in attractive colour schemes of pale blue, yellow and green.

* * *

THE attention of readers is drawn to the following references which they are advised to consult for more complete information.

**BRITISH ACETYLENE ASSOCIATION.**

Regulations regarding
- Acetylene Generating apparatus
- Fixed installations for Lighting
- Portable Apparatus for Lighting
- Fixed Installations for Welding
- Portable Apparatus for Welding
- Purifiers and Purifying Material for Acetylene
- Storage of Carbide of Calcium
- Sale and Purchase of Carbide of Calcium—1926

The Storage of Calcium Carbide, 2nd ed. 1954.

**BRITISH STANDARDS INSTITUTION.**

638:1954—Arc Welding Plant and Equipment
679:1947—Protective Filters for Welding and Other Industrial Operations
1389:1947—Hose Connections for Welding and Cutting Appliances
1542:1949—Equipment for Eye and Face Protection during Welding
1651:1950—Industrial Safety Gloves
2653:1955—Protective Clothing for Welders.

**H.M.S.O.**

Form 329—Memorandum on Electric Arc Welding.

Form 814—Memorandum on Explosion and Gassing Risks in the Examination and Repair of Stills, Tanks, etc.

Form 1704—Memorandum on Safety Measures required in the use of Acetylene Gas and Oxy-Acetylene Processes in Factories.

A. T. Doig and L. N. Duguid. "The Health of Welders".

Safety Pamphlet No. 18—Repair of Drums and Tanks: Explosion and Fire Risks.

**INSTITUTE OF WELDING**

Health and Safety in Welding, 1956.

The Danger of Oxygen Enrichment (Information Sheet No. 1), 1957.

Safety Precautions during Inert-Gas Welding (Information Sheet No. 2), 1957.

**S.E. NELSON**

"The Effective Control of Welding Fumes".

Journal of the Institution of Heating and Ventilating Engineers, 1957, April.

On view at the Gas Council stand at the 1957 Engineering, Marine, Welding and Nuclear Energy Exhibition at Olympia was this Equiverse furnace used in a live demonstration of scale-free billet heating. After welding, structures have to be heat-treated to remove stress, and this entirely new furnace produces a scale-free job.

# Management News and Ideas

## *Slum Factories Have No Chance in Common Market*

"BIRMINGHAM has the most fantastic mixture of slums and industry that ever happened. It has the simple alternative—reorganise or die of strangulation".

The speaker was not an angry young man petulantly intending to write a play about it some day, but a hard-headed business man with a long and wide experience of the building industry, and moreover, a shrewd appreciation of the sort of premises the industrialist must have if he is to stay in business. Mr. Colin A. Samuels, managing director of C.A.S. (Industrial Developments) Ltd., was addressing a Birmingham audience—including Sir Herbert Manzoni, the city engineer and surveyor—at the opening of Smithfield House, a seven-storey combined warehouse and office block which his company recently completed for William Daniel & Son, wholesale fruit and vegetable merchants.

These were fighting words, and Mr. Samuels was in fighting mood a few days later at a London Press conference when he took on the rest of Britain's "industrial slums which we call factories", *and* the British building industry. Industry must rebuild, he declared, if it is to hold its own in the coming European market free-for-all. It could not afford to carry on in premises that were built 70 to 100 years ago.

### New Methods Pay Off

Rebuilding must be quick and it must cost less, but the two were in fact synonymous, for high, almost prohibitive, building costs were aggravated by the time wasted in using present outdated methods. Three major projects which the C.A.S. Group had recently completed showed savings of about £150,000 as compared with normal building methods and the total time saved (over and above the Group's original tight schedule) amounted to 9½ months. He was confident that if the building industry in general were to adopt his methods it could cut the total capital cost of any industrial development by upwards of 11 per cent. In hard cash this meant a saving to the nation of £29 million each year, and probably another £29 million by having the unit in production so very much earlier.

It was not done by "black magic" but by speed and efficiency, by team work, by pre-planning down to the smallest detail, by pre-ordering and by the highest possible quality of site supervision.

Any nation-wide controversy which outspoken sentiments of this nature are likely to create is bound to revolve around two factors with which the personnel manager is not directly concerned—cost and building methods. But his interest is obvious. No one wants to belittle the achievements of personnel managers whose staff are working in new premises where the atmosphere is clean, light, roomy and well-ventilated, but how much stickier is the wicket played by the manager whose factory is chalking up its century.

When W. & R. Jacob Ltd. moved all the way from Dockhead, Liverpool, to a bright new warehouse in Belvedere, Kent, many of its workers moved with it. Some are travelling 15 miles to work every day just for the privilege of sharing these superb working conditions and the firm has at least four applicants for every vacancy that occurs.

Many a personnel manager would give his eye-teeth for conditions like these, but a far less drastic bargain can be struck. When the cries go up from the building industry (and, incidentally, from the architectural profession upon whom Mr. Samuels also casts his super-critical eye) the personnel officer should make sure that his shouts are just as loud, and, what is more, heard in the right places.

## *Burying the Dead-end Job*

THE first active steps to end an unfortunate tradition of "dead end" jobs in commerce have now been taken. About four months ago the Association of British Chambers of Commerce introduced the first national scheme for commercial apprenticeships. Since then plans have been drawn up for 10 firms widely distributed throughout the country to set the ball rolling.

One of the first firms to sign up apprentices was the Hymatic Engineering Co. Ltd. of Redditch, Worcs. Its general manager, Mr. J. A. Hunt, said recently: "Employers are finding that, with full employment, it is becoming increasingly difficult to recruit young people to commerce unless there is some systematic training which will lead to promotion". Under the new scheme which is available both to 16-year-old school leavers and to young people already in a commercial job, apprentices will receive comprehensive training in several departments.

Mr. Hunt is a member of the A.B.C.C. education sub-committee, and also serves on the Minister of Education's advisory committee which has been set up to consider the provisions needed to enhance the scope of commercial education.

## Equipment Challenge

BRITAIN challenges the world in modern factory equipment—that is to be the theme of next year's 6th Factory Equipment Exhibition (Earls Court, London, April 14 to 19).

Every branch of industrial organisation will be on display, including works construction and maintenance, production, handling, packaging, storage, safety and welfare, and new special features are planned in addition to the equipment demonstrations and protective clothing parades which have proved so successful in the past. The British Productivity Council is giving its support and is organising a conference on vital industrial subjects.

Well over 100 different types of product were shown at this year's exhibition and record bookings are indicated for 1958. By the end of the 1957 show, next year's bookings were 32 per cent up on the equivalent date for 1956, and 115 per cent up on 1955. The address of the organisers is 4 Snow Hill, Holborn Viaduct, London, E.C.1.

## *New Factor in Fight Against Byssinosis*

A NEW system of exhaust ventilation has been devised which may well help to protect cotton spinners from the occupational disease, byssinosis—a bronchial complaint caused by inhaling the cotton dust given off by carding engines.

Known as the Shirley "Pressure Point" system, it was devised by the British Cotton Industry Research Association at the Shirley Institute after a study of the problem, which has lasted since 1927. Its use is recommended in the latest report of the Joint Advisory Committee investigating dust in card rooms of the cotton industry (H.M.S.O. 2s. 6d.).

The three rapidly rotating cylinders of the carding engine act as fans which carry round a considerable amount of air and form zones of high and low air pressure. Air escaping into the atmosphere from the high pressure zone carries dust with it and is responsible for most of the dust in the card room.

The new system is designed to relieve the high pressure zone and so remove most of the dust. It has been subjected to exhaustive tests both in the laboratory and under normal working conditions in a cotton mill.

# GAS

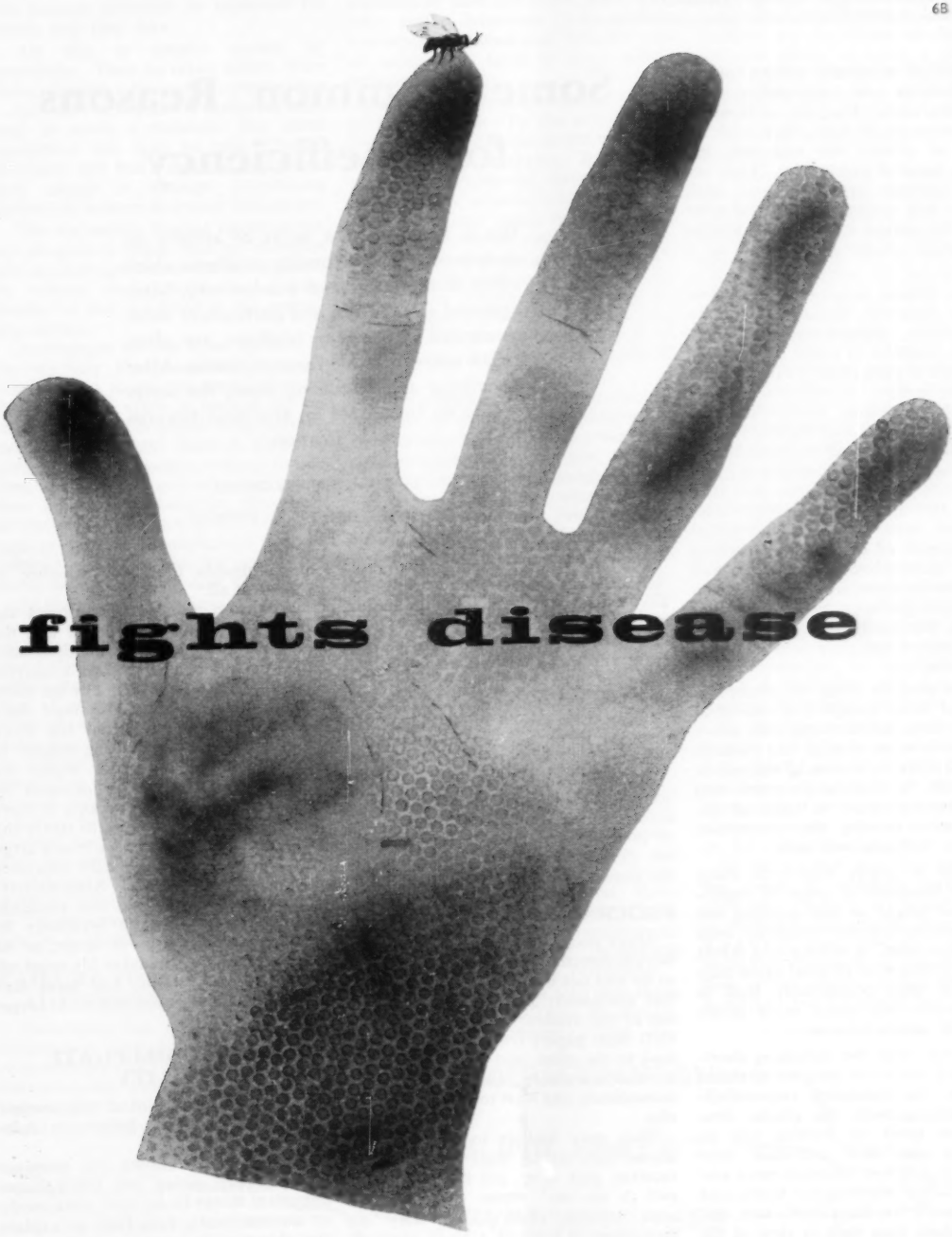
The fingerprints of disease can destroy life!

Instantaneous and ample hot water is the greatest single combatant to dirty, disease-spreading hands — and gas provides it efficiently, reliably, instantly and economically.

Area Gas Board Engineers enable you to economise on fuel and labour.

It's well worth while to CONSULT YOUR AREA GAS BOARD

*The Gas Industry makes the best use of the Nation's coal*




*Issued by the Gas Council*

# Some Common Reasons for Inefficiency

**This is the first of a series of articles on certain common personality problems which affect both morale and productivity. Management at all levels, and particularly those concerned with human relations, are often called upon to tackle these problems. After describing and discussing them, the series will go on to present an approach towards their solution.**

by Z. M. T. TARKOWSKI

Consultant in management psychology

PEOPLE in industry exhibit various failings of personality and character. They are as frequent in industry as in any other walk of public or private life and they are equally harmful everywhere. They are found amongst operatives and staff, foremen and executives, and the more senior the person affected, the greater the damage to the organisation as a whole.

These failings range from failure to exercise authority, failure to delegate responsibility, indecisiveness, procrastination, inability to speak in public or to address a committee, to inability to voice, to accept, or even to consider legitimate criticism; also there are such character faults as irritability, suspiciousness, proneness to unwarranted grievances, obstructiveness and shyness. It is hardly necessary to say that they can be very harmful to both productivity and morale. Many believe that they are part of life and that nothing can be done about them. We shall endeavour to show, however, that with appropriate guidance based on understanding human nature they can be overcome and remedied to a considerable extent.

In the past, in times of unemployment and fierce struggle for individual survival, these shortcomings were either put up with or an attempt was made to deal with them by means of ridicule or admonition. In more severe cases—and in less humane firms—a threat of dismissal or a warning that promotion would be withheld was used.

All this is largely true even today although hundreds of years of experience have taught us that pointing out human errors, however forcefully, does not remove them. A rebuke or a threat very often makes its original cause only worse. It does occasionally lead to improvement—but much more rarely than most people believe.

Moreover, with the increasing shortage—at all levels—of suitably qualified personnel, the increasing responsibilities of management, the greater time and effort spent on training and its increasing cost, each individual, irrespective of position, becomes more and more valuable, whatever his faults, and cannot easily be threatened with dismissal. More than that, in view of the scarcity of competent executives, outspoken criticism of subordinates, however merited, is often avoided.

On the other hand, with rapid technological change, and more especially with the advent of automation, personal faults which might have been less harmful some time ago become more and more wasteful and costly in terms of loss of productivity. It is therefore essential that a method of tackling them should be developed and included in all executive development schemes.

We shall now discuss and analyse in some detail several of the character defects which are particularly damaging to efficiency and morale and then move on, in subsequent articles, to consider the remedies.

## PROCRASTINATION

Many people know the experience of having something important and urgent to do and not being able to do it. They feel completely paralysed. They stare out of the window, they pace the room, shift their papers from one side of the desk to the other, and back. They start to read something, abandon it almost immediately and start to read something else.

They may hesitate to make a telephone call, stretch their hand for the receiver, pick it up, put it down again, pick it up—and repeat this performance several times. They may sit motionless in front of a blank piece of paper, a typewriter or a dictating machine, unable to phrase the message, unable to decide what approach to adopt, unable to decide whether to write it at all.

The more important or urgent the task, the greater the inability and the more painful the procrastination, until the very last moment when a hurried decision has to be taken. For the more important the decision, the more one's reputation is at stake and the more painful becomes committing oneself to action. The procrastinator shirks the pain—but in doing so he increases his general anxiety and this makes it more and more difficult for him to tackle the job. While the avoided task looms large in his mind and increasingly oppresses him, no action results. Alternatively, he may seize avidly on any available distraction and engage feverishly in activity—any activity—of lesser, or of no importance. This takes his mind off his main responsibility and leads him to neglect it and—apparently—to forget it.

## FAILURE TO DELEGATE RESPONSIBILITY

Procrastination is linked with another personality problem—failure to delegate responsibility.

Everyone has known the manager who dislikes giving his subordinates important things to do, who, consciously or unconsciously, fails fully to explain the objective, the method or the background, whilst enlarging on apparent irrelevancies, and who insists on being consulted by his subordinates and that

his express authority be requested for every step they take.

All this is usually caused by insecurity. Thus he often suffers from indecisiveness. Frequent consultations—he feels—will make it easier for himself to reach a decision. For some executives this may be true. Others, however, still find a decision impossible and escape it through introducing irrelevant matters into their discussions.

The discussions become interminable, no progress is made, and no decisions are reached again until the last moment. A vicious circle begins to operate similar to that described in the preceding section.

A manager of this type appears to be very busy. He is perpetually engaged with various people for long periods of time, and his diary is booked up for weeks and months ahead. Alternatively, he keeps no diary, there is always a long queue of people waiting to see him, and nobody gets adequate attention and enough time for discussion. Either way he is not easily available, and as nobody is allowed to proceed without consulting him the progress of work becomes slower and slower.

As the discussions become longer and longer, so do the intervals between successive interviews and this slows down the work still further. Worse, his subordinates are now blamed for the lack of progress and for various omissions of *their* subordinates. All become more and more anxious and they find it difficult to delegate responsibility themselves. In this way the pattern spreads downwards. It may also spread sideways because the manager becomes less and less available for consultations with his colleagues. Thus he becomes a general bottleneck in the flow of communication and decision, not only in his department but in the organisation as a whole.

## FAILURE TO EXERCISE AUTHORITY

Underlying the problems of procrastination and failure to delegate responsibility—as we have seen—is indecisiveness. Even unimportant questions—such as the place and the time of a meeting—consume enormous amounts of time and effort. Having to take really important and perhaps irrevocable decisions may induce a state of panic and leave a man utterly exhausted.

*Behind all this is inordinate fear of making mistakes.* To the sort of man we have been describing the taking of any risks is unthinkable. Even if he seems—to others—to have made a decision, any adverse comment, however slight, may cause him to reverse it. Worse, a casual remark or a piece of gossip, even coming from somebody totally uninformed, may be so disturbing that he instantaneously alters his plans. When a man is seriously afflicted by this difficulty neither he nor his subordinates can pursue a consistent policy.

For an indecisive man there is only one way to maintain the semblance of consistency: to ignore and avoid criticisms or comments of any sort, to avoid knowing anything which might confuse his plans, anything which might increase the risk of his becoming anxious that he might be wrong. When things do go wrong he cannot take the responsibility himself but will blame his subordinates for not having told him things he did not want to know in the first instance. In this way, at the expense of becoming an unfair boss, he can maintain the delusion—a self-deception which does not deceive anybody but himself—of never making mistakes. Even so—because he wants everybody's friendship—he cannot make up his mind to reprimand anybody openly. His disfavour will be shown by sulkiness or undue formality.

These tactics—of ignoring uncomfortable criticisms or comments—are adopted, for the most part unconsciously, by all indecisive men. However, through the refusal to know facts and the development of innumerable blind spots, they lead to the general blunting and blurring of perception.

When such a man is told something he does not want to know he defends himself by misrepresenting and misinterpreting what was just said. Or he will turn the tables, criticise the speaker, put the blame on him, make him feel guilty, or make a joke of it. The result is that it is impossible for him to be told what he avoids knowing. Anybody—particularly his subordinate—who tries to tell him only incurs his displeasure.

This again creates a vicious circle: the manager's refusal to know unpleasant facts leads to loss of authority. This makes him more frightened, and his increased anxiety further augments his reluctance to know the uncomfortable truth.

## ESCAPE ROUTES

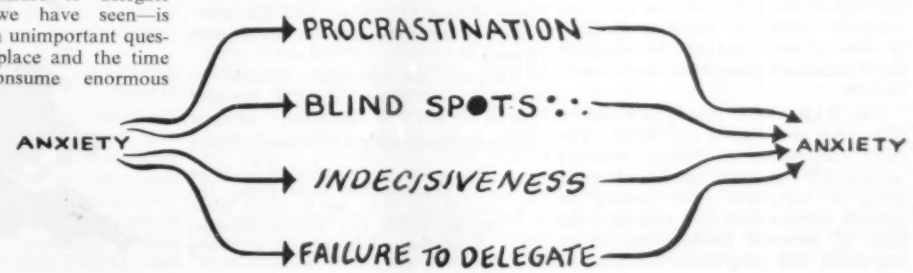
Such a manager may develop in one of two possible ways. He may delegate too much to his subordinates and never take any interest in their activities. This is often achieved by vigorously engaging in all manner of totally irrelevant pursuits: unnecessary telephone calls and visits, gossip, too many external engagements.

Or he may fail to delegate—in a manner we have described before—and demand more and more information, more and detailed and frequent reports, either verbal or written. His subordinates will, however, notice that much of the information he requires in such detail is irrelevant, and that what is relevant he refuses to know.

In the first case the executive loses respect and fails to exercise authority. An atmosphere of indifference and boredom will pervade his department. Everybody feels forsaken and abandoned, and the boss is a dead weight on his subordinates.

In the second case the manager is the cause of constant turmoil and agitation. There is an unending flurry of meetings, conferences, consultations. Reports are written, presented, amended, discussed *ad infinitum*. The boss in inaccessible—either because he is booked too far ahead and his inter-

*(Continued on page 38)*




The capacity for worrying and doing nothing grows with what it feeds on. Hence, as illustrated here, anxiety creates a vicious circle.

# A Steel Firm 'Investigates' its House Journals

*Readership Survey Reveals Employee Tastes and Preferences*

A SURVEY carried out last year by the British Association of Industrial Editors estimated that firms in this country were spending a total of £3½ million on the production and distribution of house journals. The number of these publications was put at 1,200 (88 per cent with a magazine format, 12 per cent with a newspaper format) and their minimum aggregate circulation at 10,100,000. Today's figures, if available, would make even more impressive reading.

It is one thing, however, to publish a house magazine and another to be sure it is doing the job it is supposed to do. Even the top brass of Fleet Street, with profit and loss accounts and trained circulation staffs to guide them, are periodically astonished at finding themselves right out of touch. True, the editor of a house journal, works magazine, call it what you will, is in theory much closer to his readership but this is no guarantee that they will tell him what they think about his creation—assuming they have any opinions on the matter at all.

All the same, most firms are no doubt satisfied that their house journals are operating more or less along the right lines. This mixture of hope and intuition was not good enough, however, for the 26,000-strong steel company, Richard Thomas & Baldwins Ltd., who recently determined to measure the effectiveness of their house journals with far greater accuracy. To this end, they employed The British Market Research Bureau Limited to conduct a readership survey among their employees. It was the first survey of its kind and the findings have now been published. They make interesting and important reading not only for the company concerned but for all firms in this country anxious to establish good communications with their workpeople.

The RTB works are spread over a wide area of England and Wales. The main purpose of its human relations programme has thus been to instil a sense of corporate unity among its various communities and stimulate the idea of personal participation in an important and progressive concern. As a first step, RTB has over the past ten years developed two first-class journals for internal circulation among its employees: these are a monthly newspaper INGOT NEWS and a quarterly magazine INGOT. The first incorporates many of the techniques of a national newspaper—crisp reporting, varied contents, banner heads, busy make-up and wide use of news pictures. INGOT relies on imaginative photography and layout and long, brightly-written features on a host of topics, many of them quite unconnected with RTB affairs.

**By ROBERT McKINNON**

Of their kind, these publications are first-class jobs from which commercial journalism, too, could learn quite a lot. Both have more than once won national and international awards.

The communities in which the survey was carried out are all iron and steel-making areas—Ebbw Vale, West Wales and Scunthorpe. Here, the emphasis is on heavy industry and they are also localities with a strongly-developed sense of community. From these districts, 600 RTB employees were chosen at random and the interviews were conducted in their own homes.

Despite the prestige earned by INGOT NEWS and INGOT the first point was to establish whether employees were fully aware that the journals existed. The survey revealed that six out of seven of those interviewed could name either one publication or the other. The monthly INGOT NEWS came more readily to mind but this was thought to be because it comes out three times as often as the quarterly INGOT. Employees, however, had very little doubt as to the difference between them. INGOT NEWS was recognised as a newspaper primarily concerned with the day-to-day affairs of the company and its people, and INGOT as a magazine with a broader appeal, essentially pictorial and more lavishly presented.

It was noted that a higher proportion of staff than "shop floor" employees were able to name and identify both publications. Throughout industry we find many similar examples of office being apparently better informed on their firm's activities.

The survey was conducted in three of RTB's principal works areas. The map shows (from left to right) West Wales, Ebbw Vale and Scunthorpe, all of them districts with a strong community sense.

The two magazines are regarded by the company as complementary not competitive. Both are high-quality products which have won international awards.

Whatever the reason, it argues a strong case for a communications programme to concentrate initially on employees in the factory proper.

The next question tackled by the survey was the actual readership of the journals. The company makes a nominal charge—1d. for the newspaper and 3d. for the magazine—so that sales figures are available from issue to issue. These figures, however, do not indicate total readership. Thus, although 11,000 copies of INGOT NEWS are sent to the various works every month, it was found that these are read by nearly 13,000 employees plus 9,000 people to whom copies are passed on—mostly members of the family and friends. Twelve thousand copies of INGOT are printed and circulated but the actual readership was found to be 14,000 inside the company and 13,000 outside. Only one INGOT reader in seven actually passes his copy to a fellow employee but as many as 77 per cent lend or give their copy to someone in the family, and a further 8 per cent pass it on to someone not employed by RTB.

Of 412 people who were asked which they preferred, INGOT or INGOT NEWS, 259 preferred the magazine, INGOT. Of these, 32 per cent preferred it because the pictures were better, 28 per cent because they found it generally more interesting and 23 per cent because they thought it more attractively produced; other reasons given were that INGOT contained more features and articles about how steel is used. Of the 153 who favoured INGOT NEWS, the main reasons for their preference were that it contains more general news (38 per cent), contains more local news (30 per cent), is published more often (11 per cent), more variety (11 per cent), contains more sport (8 per cent), and easier to read (2 per cent). Of those in favour of INGOT, 65 per cent declared that it was "very much better" as against 49 per cent who used the same terms to indicate their preference for INGOT NEWS.

## *Magazine or Paper?*

RTB stress that these findings by no means indicate that INGOT NEWS is a poor medium of communication. On the contrary, says the company, "it is precisely because INGOT NEWS discharges its function as a newspaper so effectively that the way is left clear for INGOT to fulfil its proper function as a magazine." The two publications are in fact regarded as complementary. Most firms, however, cannot afford two magazines and the RTB findings suggest that, where one house journal has to do the lot, a magazine format with a 'newsy' section is a better bet than a newspaper format with a feature section. There is another consideration here: most workpeople are regular readers of newspapers and it is only human nature to want a change now and then. Besides, with the best will in the world, a house magazine editor simply does not have the resources available to national newspapers and his readers may make unfair comparisons in the case of a house journal with a newspaper format.

This point was to some extent covered in the survey which enquired into readers' television viewing and reading habits. Fifty-five per cent. of those interviewed said they watched television, and four out of every ten of these said they watched six or seven times a week. As for their general reading habits, 65 per cent. said they read no weekly magazine of any kind, and of those who did read magazines the one most frequently mentioned was *John Bull*. Of morning newspapers the *Daily Mirror* seemed to be the most popular and of the Sundays the *Sunday Pictorial* closely followed by *The People* and the *News of the World*.

The style of magazine, however, seems to be of secondary importance to the contents. The survey revealed, or rather confirmed, what most house journal editors have always believed, namely—that employees are basically concerned with self-identification. Their first interest therefore is in stories about themselves and about the place where they themselves work. They like to read about themselves in relation to the job they do or the machines which they tend. After that, they look for items dealing with men like themselves

*(Continued on page 48)*

# Motivation and Morale at Work

**Discussion Leader examines some new research work on industrial relations.**

I HAVE just had some leisure to do rather more reading than usual. So I have read the latest work by Morris S. Viteles called "Motivation and Morale in Industry"* right through from cover to cover. This is no mean feat for there are 475 pages, packed tight with results and conclusions from countless experiments, investigations, and attitude surveys on the will to work, conducted in this country and in America during the past 25 years.

I have, however, found this a most valuable and encouraging experience and I am hoping that many of you may find time during the coming winter evenings to follow in my footsteps. Reading straight through, as I did, I climbed, as it were, to the top of a high mountain and saw spread out for me below the record of the patient work of hundreds of investigators—year after year of plodding spade work—adding up even now to an impressive body of knowledge about how men behave at work and why.

The facts in the field of the social scientist are still meagre it is true; there are still many gaps, and still many hypotheses which must remain tentative only at this stage. If, however, managers made use of the knowledge which is already in our storehouse, human unhappiness and frustration could be immeasurably reduced and our production problems could be well on the way to a solution. The answer is not a simple one. No one course of management action provides good industrial health (or "high morale") but a multiplicity of different, and sometimes highly technical, types of human engineering is required before the right kind of social "climate" becomes established. As the poet, Arthur Hugh Clough, pointed out, "not through Eastern windows only, when day light comes, comes in the light".

Let us look at some of the known variables. As long ago as 1934 Mr. S. Wyatt, working for the Industrial Health Research Board, suggested that the method of payment very much affected the rate of production but that in a "work situation which fails to satisfy other basic needs or wants, wage incentives will not, *in themselves*, produce the prolongation of effort . . .".

These conclusions were based on experiments conducted on a group of ten girls, doing five different repetitive jobs in the packing department of a chocolate factory. A change from time rate to bonus rate produced a rise of 46 per cent in output and another change from bonus rate to piece rate produced a further increase of 30 per cent in production. This increase, however, was not uniform over the five different jobs. The girls were asked to rank the jobs in order of preference, and it was found that the effect of the wage incentive was most marked on the popular jobs—"wrapping" and "packing"—while it had no effect whatsoever on "unwrapping", a job regarded by the girls as "a wasteful and comparatively useless procedure".

Hundreds of subsequent investigations and experiments broadly confirm Mr. Wyatt's conclusions. There is such a large volume of recorded evidence, for example, on the widespread practice of workers on bonus systems voluntarily restricting their output, both in this country and in the U.S.A., that it has prompted one industrialist to conclude that "people often expend more energy in attempting to defeat managements' objective than they would in achieving them"!

*So a wage incentive scheme is only one of the known variables. There are a host of others, all interconnected. Next month we will discuss some of the others. Will* you *add your experiences and views to the discussion?*

* *Staples Press Ltd.*

## "FEELING TONES"

I HAVE received another most interesting letter from a personnel manager which bears on both this subject and on the one we recently discussed about personnel management functions. He writes:

"I am the personnel manager of a woollen mill situated in a small town in one of our lovely Yorkshire dales. If I look out of my office window I can see the moors and the heather rising not too far away in the distance. I believe one of my main jobs is to develop an extra sensitivity to human affairs—a kind of sixth sense as though I had imaginary antennæ waving out in all directions—so that as I go round the mill I gather almost subconsciously 'the feel' of what is going on. I make a point of trying to put aside a short time each day when like a cow I chew the cud and ruminate over the various impressions I have taken in. So I try to sense trouble before it becomes serious".

Here we have someone who has obviously become very skilled at sensing an atmosphere and I am sure he is doing invaluable work. Have you had similar experiences? I know of one firm, Sears Roebuck, a big retail and mail order organisation in America, in which this very function is performed by the Personnel Department in a systematic way. At the request of a local manager, the central Personnel Department send a team of interviewers to his store. They conduct an attitude survey and make a report to the local manager on the state of what they term "the feeling tone" of his department. It is then the responsibility of the manager to take any action he thinks fit.

Like our correspondent, members of this Personnel Department also consider this to be one of the most valuable aspects of their work. We must, however, I think, realise that difficult human situations are not always easy to change, since people and institutions become set in a particular mould. For example, in dealing with someone who is not making the grade a manager may face a very difficult problem in deciding what to say and how to say it. In this connection I am reminded of a joke I once saw in *Punch*. In the distance there is a skunk; in the foreground two small animals wrinkling their noses. The caption reads "You tell her, you are her best friend".

# P.M. Names & Notes

## Appointments

Appointed catering manager at the Godley factories of T. Wall & Sons Ltd., **Mr. Tony Churcher** will take charge of the catering department in the new £300,000 canteen and welfare block to be opened this autumn. He was trained at Westminster Technical College, has held posts in a number of hotels throughout the country, including Claridges, and is a member of the Hotel and Catering Institute.

A member of Staveley Iron and Chemical Company's labour and welfare staff since 1946, **Mr. Sidney Fowler** has left the firm to join Laycock Engineering Ltd., Sheffield, as employment officer.

**Mr. J. McIntosh,** Press Officer, Ministry of Housing and Local Government, is the new chief Press officer at the Ministry of Labour and National Service. He succeeds **Mr. C. W. Birdsall** who was recently appointed deputy public relations adviser to the Prime Minister.

**Mr. W. J. Rench** has been appointed labour relations adviser to the National Hosiery Manufacturers' Federation in succession to **Mr. R. R. J. Joseph,** who left last May to take up an appointment with the National Employers' Association of Rayon Yarn Producers. Mr. Rench was previously labour officer at the Nobel Division of I.C.I., Ardeer, Ayrshire.

**Mr. Colin Scott** has been appointed personnel manager of Distington Engineering Company, a United Steel subsidiary. He was assistant works manager from 1951 to 1956, and during the past year has been leading an ILO productivity mission in India. He succeeds **Mr. J. P. Pearson** who joins United Steel's department of operational research and cybernetics in Sheffield as a specialist on labour relations.

The National Coal Board announce that **Mr. C. G. Simpson** has been appointed director-general of staff, succeeding **Mr. J. O. Blair-Cunynghame** who was recently appointed a member of the board. **Mr. J. V. Wood** is appointed director-general of industrial relations to succeed **Mr. A. Walsh** who becomes deputy chairman of the South Western Division next month.

**Sir Miles Thomas,** chairman of Monsanto Ltd., has joined the British Productivity Council. He was nominated by the Federation of British Industries to succeed **Sir Ewart Smith,** former BPC chairman, who decided to resign after serving on the Council since its inception in 1952. Sir Miles, it will be remembered, was chairman of BOAC from 1949 to 1956.

## . . . and a Retirement

**Mr. L. H. F. Sanderson** has retired after 45 years' service with ICI. He was appointed the company's overseas personnel officer in 1948.

## News Snaps . . . . . .

THE President of the Board of Trade, the Rt. Hon. Sir David Eccles, M.P., has been awarded an honorary fellowship of the British Institute of Management. This is only the third time such an award—the highest the Institute can offer—has been made since 1920. The Prime Minister, Mr. Harold Macmillan, received it in 1952.

SPACE HEATING and its attendant fire risks are comprehensively discussed in a new booklet from the Fire Protection Association. Another booklet describes the various preventive measures which should be taken against spontaneous heating of oils, grains, fibres, etc.

"PRODUCTIVITY, PRICES AND WAGES" is the title of a new EPA publication by Prof. Jean Fourastie, one of the most prominent figures in the European productivity movement. It describes how technical progress and productivity act as the main factor in economic growth and how they influence prices, wages and almost all other aspects of the economy.

THE SUGGESTION which won two progress department employees of the Lockheed Hydraulic Co., Leamington, a joint award of £170 is a closely kept secret, but a clue from the firm is: "it involves saving materials." A full-time suggestions officer has been appointed to examine employees' ideas which roll in at the average rate of 100 a month. He submits the best to the suggestions committee who recommend awards—totalling to date over £1,700.

## *Personnel People Discuss Their Views*

THE place of the personnel officer in industrial management, a subject recently discussed in this journal, was one of the aspects of personnel work and training which came in for some intensive appraisal at a recent IPM conference.

The conference, held last month in Cambridge, was the seventh of the Institute's annual overseas conferences and about two-thirds of those attending were from overseas—from Commonwealth countries, Europe, Scandinavia, and even from as far away as Iraq. Sir Godfrey Ince, G.C.B., K.B.E., formerly permanent secretary, Ministry of Labour, was guest of honour at the inaugural dinner.

**Turn to page 52 for more news.**

**WHERE JOB-SEEKING IS A PLEASURE**

A new standard of comfort and attractiveness is being set up at labour exchanges throughout the country. Here, for example, is the women's department at the New Cumnock (Ayrshire) exchange. (Picture, courtesy Ministry of Labour Information Service.)

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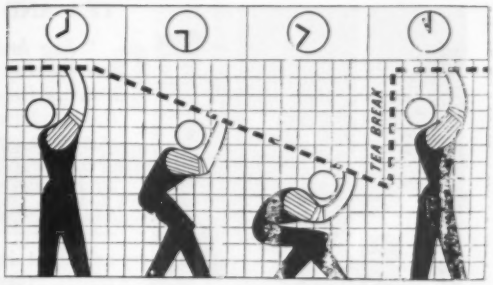
**TEA AND PRODUCTIVITY—1**

*"During the long hours worked in the war factories the stimulating effect on production, not only of the break but of the tea provided during the break, was noted on all sides. It is difficult to imagine any reversal of this policy having any success."—Annual report of the Chief Inspector of Factories, 1951.*




As the hours tick by the worker's energy tends to droop, but medical evidence shows a marked revival after the tea break.

# This Pocket Appeal Won't Spur Production

By J. M. BRIDGES
Personnel Manager, T. Wall & Sons (Ice Cream) Ltd.

I SUPPOSE it had to happen eventually. The old music hall joke about civil servants and their cups of tea had gone on for rather too long, but I scarcely expected any attempt at choosing a fresh target to come from management, and so unashamedly below the belt too—appealing to the workers' pockets! News reaches me that a "North-country retired employer" has a remedy for flagging production. He urges that workers be asked to vote on a proposal *that, in lieu of their tea breaks, they should receive an extra 5 shillings a week in wages.* The result, he thinks, would be a surprising increase in production.

The one redeeming feature about the proposal is that it smacks of democracy, but is there any doubt as to how the workers would vote? Of course not. They would accept the five bob to a man.

**But they would still have their tea.**

Surely our memories are not so short that we cannot remember the "good old days" before official tea breaks, when the worker found a certain rare pleasure in drinking an illicit cuppa under the foreman's nose—an air of dangerous living that has since been banished by the officially dispensed one-third of a pint of "call this perishing stuff tea" which now circulates in carefully work-studied circles around the workshop. In any case, what would works committees do without canteen tea on the agenda?

It is said that a regulation is only effective if it is enforceable. Anyone who wants to ban tea even with an agreed compensation is working against the grain; it can't be regulated. The grapevine which spirits information out of the chairman's office will surely find no problem in organising a subterranean tea distribution.

But even if it were possible to abolish the tea break, how would it affect production? Medical evidence shows that energy dips after a period of work, mental or physical, and this is most simply and *economically* restored by a humble cup of tea. There may be something sinister in the way industry administers these periodic shots of pep to its workers, but it's a practice that gets results.

To raise the subject to the real policy level, I hope "North-country retired employer" has also considered that the "workers" in a company are not confined to the manual grades. Let us begin at the top. Five bob a week will scarcely compensate a chairman for losing his bubbling coffee machine, nor would he readily agree that the precious minutes spent in sipping his elevenses could be put to much more profitable use. Deprive the senior manager of his decorated china and a first-class ulcer is in the making. And what is an office without a tea break? Take a look at the tea and coffee shops in any city between 10 and 11 a.m. The patrons can't all be shoppers. Many of them are more likely to be clerical workers with no mod. con. laid on in the office, out for a quick refresher.

Mind you, as far as factories are concerned there would be a lot of clean,

"Time 'wasted' on tea is amply repaid in physical well-being and goodwill"—as this contented group in the National Cash Register Company's London canteen would testify.

**TEA AND PRODUCTIVITY—2**

*"Productivity is governed by the time allowed and what the man believes to be his fair share of effort. If management were to pay the 5 shilling increase the men would take two breaks for a smoke."—Catering manager of a West London firm, speaking from workshop experience.*

## TEA AND PRODUCTIVITY—3

*"Tea breaks are a waste of time, but only when the methods of tea making are slow and inefficient. Today industry aims to save time and money by using automatic production methods. Similarly, the modern automatic tea making equipment now available, which makes a good, quick, refreshing cup of tea, can help industry save precious production time without depriving the worker of a minute of the necessary break which the law allows him."—Manufacturer of industrial catering equipment.*

"Who hasn't enjoyed a cup of char ('cha' for the pedantic) brewed in a corner . . . ?" ILO photo.

wholesome fun to be had if tea breaks were banned. Breathes there a man with soul so dead who never has enjoyed a cup of char (*cha* for the pedantic) made in the corner of the shop on a steam trap? What about the bootleg brew concocted in what looks like a glue pot in the joiners' shop. Don't you remember the best place to heat up sausage rolls and pies—a little hole hacked out of insulation on a 3-in. steam main? Some, of course, swear by a cup made in a wire-handled corned-beef tin with an open ¼-in. steam pipe, while, for the girls, there's nothing like the bottom of the breakfast teapot carried to the factory in a thermos and stuffed under the bench. What great days they were when we used to find snacks or "pieces" stuck in all sorts of corners (if the rats and mice hadn't found them first), and believe me, an abandoned mid-morning snack carefully wrapped in some of your company's products is the dreariest sight on earth when it turns up in your office with a green customer complaint form.

Seriously, though, we should not forget that we are living in the second half of the twentieth century when to treat people as human beings no longer makes headlines. Time "wasted" on tea is amply repaid in physical well-being and goodwill. "Keeping the workers happy" is not the complete answer to problems of industrial relations, but it goes a long way, and if refreshment breaks are kept on a simple, official level it makes for order, discipline and a healthier working atmosphere.

Our retired employer, on the other hand, is thinking of employees rather as working units. He suggests that, as an added inducement to their workpeople, prosperous industries should be able to afford more, possibly 10s. a week. They would be adequately compensated by increased production, while the reduction in tea consumption would reduce its price. The last contention is the tea suppliers' worry, not mine, but he seems to confuse the old concept of the "economic man" with that of the "social man". Tea drinking is largely a social habit, despite the economics.

I am not implying that suggestions of this kind should be rejected simply because they are revolutionary. Heaven knows there is still room for a few revolutions in human relations, but it is surprising that "retired employer" didn't put his schemes to the test in his own business before he retired. He says he "would like an experimental three months to prove or disprove the effect on production". Yet he has had a working lifetime to establish the truth beyond doubt. What a regrettable oversight. I think North-country retired employer must be missing his mid-morning tea.

# Can Psychology Help Industry?

(*Continued from page* 31)

views are too long, or because everybody is trying to catch him, there is a long queue waiting outside his office, and—with the constant buzzes of telephones, the secretary rushing in and out—there is no time to discuss anything properly. Everybody seems to be very busy but no work gets done.

The third reason for failure to exercise authority is ineffectualness in personal consultations. Anxiety about taking wrong decisions or making a fool of oneself makes a man vague and ineffectual in his face-to-face contacts with other people. He may occasionally lose his temper with a subordinate—mostly when he is completely wrong—but ordinarily he is apologetic or at least displays a *bonhomie* covering his fear and lack of interest.

Discussions about business become full of little jokes, bits of boasting, either about past achievements in past jobs or with the fair sex. He concentrates more and more on easy routine matters while the important problems are always shelved. Reprimands or direct questions are more and more carefully avoided, or at best come in the form of casual remarks. He gets to talking more and more himself and does not let his subordinates get a word in edgeways.

The result is not only that he loses respect and fails to exercise authority, but his casual and furtive manner of asking questions or inquiring about progress does not allow people to defend themselves when they feel unjustly — although subtly — blamed. Nothing comes into the open and, although there is plenty of talk, grievances and objections—on all sides—are never aired.

### CONCLUSION

The three components of failure to exercise authority so far analysed in these notes are only a small part of a long list of items. As we have seen so far, and shall see later, anxiety, unwillingness to take risks, vicious circles, conflicts, blind spots and general insincerity are always present, whatever the apparent picture, and form the hard core of these personality difficulties.

The absence of criticism—surprisingly—also increases anxiety. Most anxious people derive comfort and reassurance from criticism, provided it is friendly, sincere and constructive. Indifference, formality, false mateyness—any of these attitudes serves to increase insecurity.

To be able to offer and to accept sincere and constructive criticism and helpful suggestions we must understand better both ourselves and others. How to achieve this is a problem to which we shall return in the next article.

**The second article in this series will appear next month.**

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# Be Careful with Restrictive Covenants

WHAT can be done about the man who learns his job with your firm and then, at the end of a long training, when you are on the point of giving him a responsible position, takes a job with a firm down the road which offers him a pound a week more? Or what about the man who learns all about your customers and then leaves and joins a rival, or sets up in business on his own, taking half your customers with him? The answer is that it all depends on the contract; but in any case it is unlikely that anything can be done in the first case, though something may be possible in the second.

To prevent this sort of thing you may be tempted to insist that all employees sign contracts containing onerous restrictions, for example, "not to engage in any similar trade or business for the next fifty years, anywhere in the world", or something to the same effect.

Before you do this, however, you should take advice, for the law does not allow you to restrict the freedom of a man to change his job any more than is absolutely necessary for the protection of your firm's "property". In this sense "property" includes any secret process and also the goodwill of the firm's customers. **It does not include the skill and technical ability acquired by a man whilst working for the firm.** If this is to be protected it must be done by a covenant to work for a stated period after training, against which the Courts have never raised any objection.

The principle behind the law is that all restrictions on a man after he has left the firm are bad and unenforceable, since it is in the interests of the public that all men should be free to work where they like. The law recognises as an exception to this rule, however, that in many cases the only way for a firm to protect its trade secrets and trade connection is to impose a restriction on the right of an employee to compete when he leaves the firm.

In such cases the law will enforce the covenant provided it is no more than is reasonably required for the protection of the firm's special interests. Most of the cases where a firm has sought to enforce this kind of covenant have turned on the question of whether the covenant is reasonable, and in the past the Courts have considered various features.

**You can restrain a former employee from making use of your firm's trade secrets, but you can't prevent him from selling the skill you taught him.**

Thus a covenant unlimited in time has been held to be unreasonable in some cases. In other cases the fact that the covenant was unlimited as to the area of its operation was held to render it unenforceable. The position held by the employee in the firm may also be relevant since the more humble it is the less likelihood is there that he will be able to damage the firm. It must not be forgotten, however, that

**Points of Law—2**
**PERSONNEL MANAGERS' CASEBOOK**

the question is not simply whether the covenant is reasonable, but whether the covenant is reasonable for the protection of the firm's trade secrets and trade connections. **No covenant is ever reasonable if it is simply aimed at eliminating competition altogether, although this may be the effect of a covenant which is in fact aimed only at protecting the firm's trade connection.**

A small point worth mentioning here is the effect of summary dismissal on the operation of the covenant. If the dismissal should afterwards prove to be wrongful you will be unable to enforce the covenant, however reasonable, because you will be taken to have repudiated the contract. This is therefore yet another reason why it is always safer to give a man his salary in lieu of notice, however strongly you may feel.

Where the covenant is wider than is reasonable for the protection of the firm's interests the Court may enforce part of it only, if this is possible without altering the whole covenant. The Court, however, will not allow an employer to take a very wide covenant deliberately, and then enforce only the material part at a later date. An example of this type of covenant is given by the case of Attwood v. Lamont, which was reported in 1920.

Attwood had an outfitter's business in Kidderminster and Lamont was an assistant in the tailoring department. Before engaging him, Attwood had required Lamont to sign a covenant not to trade in opposition to him within a radius of ten miles of Kidderminster, in a large number of different branches of the outfitting trade. Lamont later left Attwood and set up on his own as a tailor, outside the ten-mile radius, but transacted some business in Kidderminster itself. Attwood attempted to enforce the covenant against Lamont and sued for an injunction to restrain him from trading within the ten-mile radius. On appeal to the Court of Appeal the injunction was refused and the action dismissed on the basis that the covenant covered trades other than the tailoring trade, and was therefore wider than was necessary for the protection of Attwood's business.

When seeking to show that the covenant was reasonable, Attwood's counsel had argued that the restriction in respect of all the other various branches of the outfitting trade was necessary because while working in the tailoring department Lamont would meet customers of the other departments. When therefore he later asked the Court to enforce the restriction as to tailoring alone the Court said, "if we do this the covenant will be of quite a different nature to the covenant originally made", and they refused to make this injunction also.

This case marked a change in the Courts' approach to restrictive covenants and it is now difficult to forecast when a Court will allow partial enforcement only. The best advice in all cases is to draw the covenant narrowly and specifically, and confine it to the bare essentials that are to be protected.

**BRIEFCASE.**

# Let Colour into your business!

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Harrimonde offer a unique service in the field of protective wear.

★ A staff of experts ready to advise on the selection of material and design of overalls best suited to the needs of your particular trade or industry.

★ Specialists in large-scale production. WE can make the overall YOU need.

★ An economically-priced overall that combines smartness and ease of movement.

Style No. 663 (illustrated) is in 4 oz. Nylon and has a tailored waistline with full skirt and contrasting piping on the collar and pockets; available in the following shades:—White, Pink, Lilac, Salvia Blue, Turquoise, Primrose, Green, Navy, and Wine.

Sizes:—SW. W. WX. OS. XOS.—Long or short sleeves.

SPECIALISTS IN EMBROIDERY.

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Style No. 663

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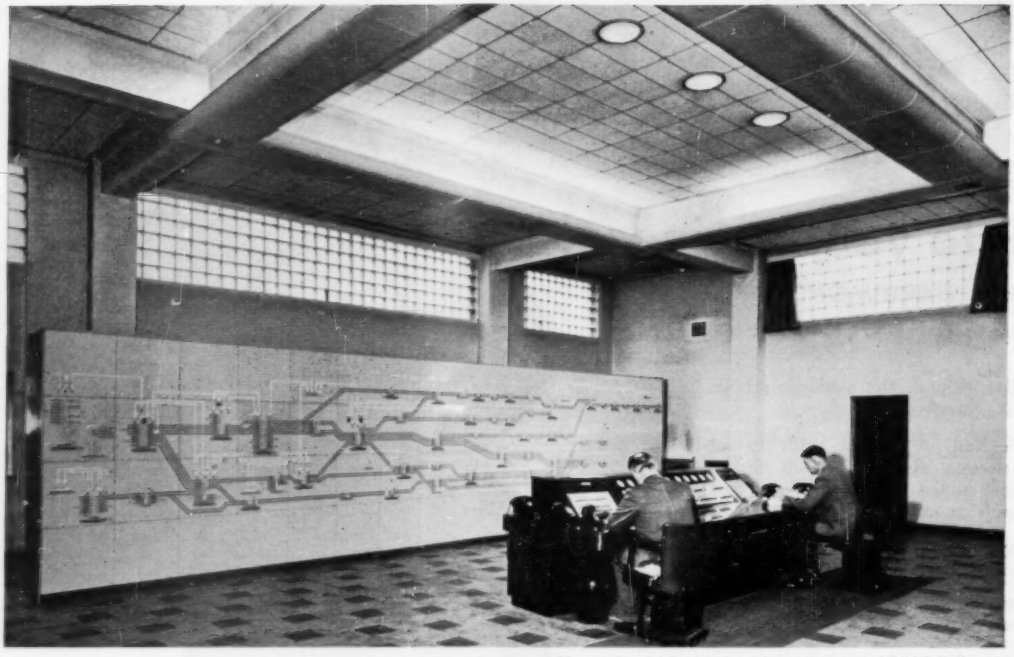
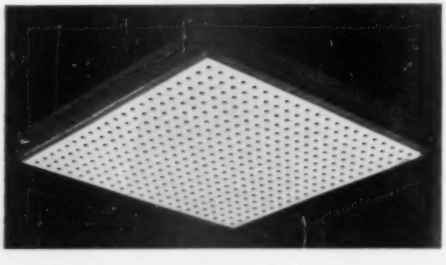


*Photo: Control Station, Lewisham. Courtesy of British Railways.*

# Silently . . . safety is assured

The control room of British Railways at Lewisham stands sentinel over the complicated net-work of lines entering London from the South-East. The daily safety of thousands of passengers lies in the hands of men who work there. Acousti-Celotex Sound Absorbing Tiles are installed to exclude unwanted noise and its consequent strain, and provide the quiet surroundings necessary for a high standard of efficiency.



Acousti-Celotex Tiles—the most widely used sound-absorbing material in the world—mop up sounds like blotting paper does ink. They are easy to install, require no maintenance and can be repeatedly painted and decorated without impairing acoustical efficiency. If you have a sound problem let us give you our expert advice—without charge or obligation, of course.

**ACOUSTI·CELOTEX** **SOUND ABSORBING TILES**

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**WILLIAM BEARDMORE & COMPANY LIMITED** PARKHEAD STEEL WORKS, GLASGOW. TELEPHONE: BRIDGETON 1881

*Made in Great Britain by* **CELOTEX LIMITED** NORTH CIRCULAR ROAD, STONEBRIDGE PARK, LONDON, N.W.10. TELEPHONE: ELGAR 5717 (10 lines)

WELFARE ★ SAFETY ★ EFFICIENCY ★ HEATING ★ PACKAGING

***Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration***

# *Welfare*

## P.V.C. WITH COMFORT

THE makers of this new range of **Jeltek** P.V.C. waterproof garments claim that they will not crack, peel or stick when folded. They are made from plastic-coated, fully impregnated cloth in a soft, silky finish; they are resistant to acids, oils and most chemicals, and unaffected by extremes of temperature. All seams are sown and electronically welded, and the all-plastic buttons are permanently welded on to the garment.

The single-breasted, saddle-lined long coats and jackets are fitted with Melton-lined collar, fly front and ventilation eyelets under Raglan sleeves. The trousers have an elastic waistband with side button, and elastic foot straps prevent them "rucking up". Two vents are provided for the pockets.

Leggings are the pull-on trouser type with straps, with two button holes for adjustment, and the sou'wester is the standard pilot shape lined with white calico, with ear muffs and chin strap. With the exception of the latter, the garments are alternatively supplied with a bonded fleecy lining which is said to eliminate condensation problems.

The same manufacturers have announced a new service for permanently marking their protective clothing with the customer's own name, badge or emblem. Using the silk screen method, the two types of special ink (one for P.V.C. and the other for donkey jackets, duffle coats, etc.) actually impregnate the material and become part of it. The service costs approximately 9d. per garment and there is a wide range of colours to choose from.

**J. E. Lesser & Sons, Ltd., Green Lane, Hounslow, Middx.**

## HOSTELS IN LONDON

FIRMS in the London area faced with the problem of housing some of their employees may be interested in the accommodation which is being offered at its 19 residential hostels by London Hostels Association. The hostels (addresses in the London telephone directory) range in size from 50 to 250 beds, and they have room for a total of 2,500 residents. They are self-supporting and the current weekly charges, which cover full board except workday lunches, range from 52s. in dormitories to 79s. in single rooms.

Ideally the Association would prefer one firm or group of firms to sponsor the whole of one hostel and nominate its own residents. This would, of course, entail no further cost, provided residents paid their normal charge. Visits to hostels can be arranged and further details are obtainable from:—

**Capt. U. H. R. James, C.B.E., R.N. (Retd.), Secretary and General Manager, London Hostels Association Ltd., 51 Warwick Square, London, S.W.1. (Tel.: VICtoria 1545.)**

# *Safety*

## SEE IN COMFORT

IN the past two years one manufacturer of safety equipment has conducted a survey of workers' complaints about the goggles they wear. Results show that the four chief grumbles concern lack of vision, discomfort in wear, cumbersome weight and misting of the lenses. The **Itex** eyeshield No. 939 has been designed to overcome these problems, while still affording maximum protection.

It is extremely light, weighing only 1 oz., and the lens is specially curved to protect from the front and sides, which does away with sideshields and so offers extended vision. The lens is

replaceable and can be removed by unscrewing an attachment at the side of the frame. It is also fitted with a nosepiece for additional comfort. A metal strip down the centre is used to reinforce the plastic side arms which can be adjusted to meet particular requirements.

**Safety Service Co., 34a Stonebridge Park, London, N.W.10.**

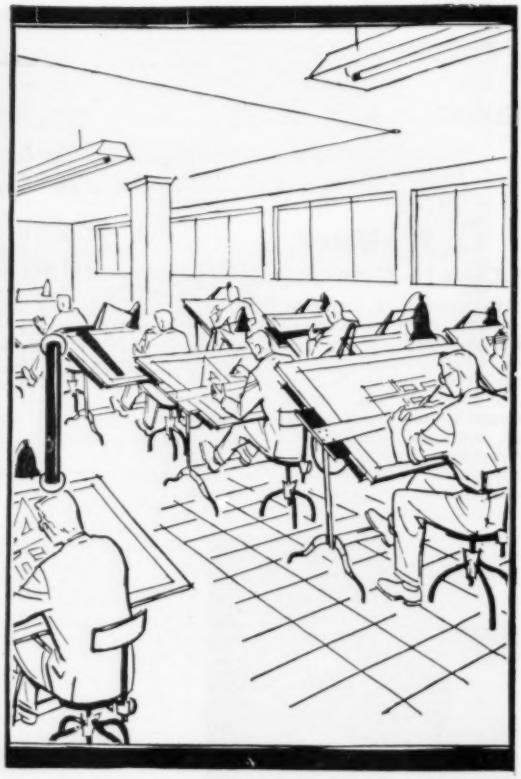
## 'CUSHIONED' RESPIRATOR

ONE of the main features of the **Dustfoe 66** respirator, one safety firm's latest model, is a new facepiece cushion contoured to provide an automatic fit, and improved wearing comfort. The cushion is of neoprene sponge which, the makers say, has long wearing qualities and does not harden during use. More sponge stock has been added to afford an airtight seal on the majority of facial types without

adjustment. If any slight adjustment is required the aluminium facepiece is sufficiently pliable to be moulded into shape.

The respirator has newly-designed exhalation valves which are larger than on previous models to reduce breathing

# The layout of your canteen will be planned behind this door



The best decision you'll ever make is when you call in Shepherd's.

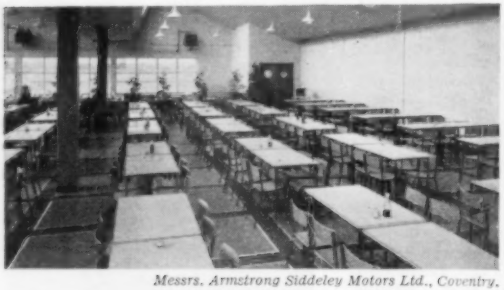
They're experts in planning canteens from start to finish, and they do it entirely free—without obligation.

Starting with a blueprint, everything is taken into consideration—nothing is overlooked—every single piece of furniture is carefully selected for a reason: that reason is the ultimate efficiency, convenience, and working ability of your canteen.

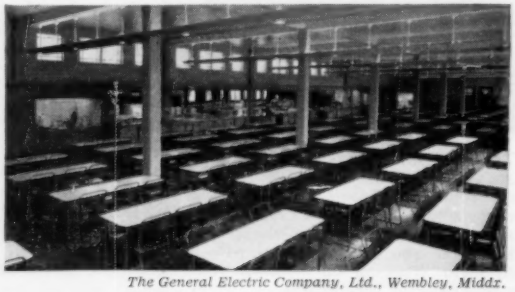
Shepherd's manufacture tubular furniture that's really made to last; delivering direct to customer's addresses.

Take a close look at these illustrated examples, they explain more clearly than words how Shepherd's can plan for *your* canteen too. Floor size is no object.

An enquiry costs absolutely nothing. Our technical representative in your area will be pleased to give you the benefit of his experience.



*Messrs. Armstrong Siddeley Motors Ltd., Coventry.*



*The General Electric Company, Ltd., Wembley, Middx.*

**H. C. SHEPHERD & COMPANY LTD.**

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resistance to a minimum; they are held in position by spring-loaded rivets to obviate accidental removal.

Static-web, preformed filters are fitted and these are treated with an electrostatically-charged resin. This greatly improves the filtering efficiency and supplements the mechanical action of the filter fibres. No pre-filters are required. The filter holder is of new narrow design which increases downward vision, minimising the "blind spot" found on most respirators, and enabling the wearer to bend his head forward without interference.

Another feature of the new respirator is "counter-gravity airflow": incoming air travels upwards which reduces the quantity of heavier particles striking the filter. Simple construction makes filter changing and cleaning quick and easy, and the complete respirator, including headband, weighs only 3 oz.

**Mine Safety Appliances Ltd., Queenslie Industrial Estate, Glasgow.**

## STRETCHER-LADDER

A COMBINED stretcher-ladder that can be used to carry injured persons through an opening 13 in. high by 18 in. wide, or assembled in sections to reach a height of 42 ft., has been designed by Colonel R. H. Hoffman, O.B.E., civil defence officer of Gloster Aircraft. Made of aluminium alloy, each section is 7 ft. 8 in. long, 1 ft. 7½ in. wide and 6 in. deep. The strings are joined by "bowed" rungs placed 12 in. apart. The waterproofed canvas container weighs 8 lb., is 6 ft. long and has top and bottom flaps and foldovers.

Sections are constructed with male and female ends and trials have shown that even heavy use will not distort them. The "bowed" rungs give good foothold on the reverse side to the canvas container which need not, therefore, be removed.

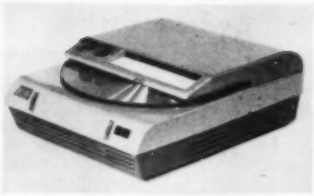
The canvas container does away with the need for lashings to secure a casualty. Once inside the container, and fastened with the webbing straps, the injured person can be carried in any position. As the container is in tension, additional support for casualties suffering from spinal injuries is not considered necessary by many doctors who have seen the stretcher-ladders demonstrated.

**Gloster Aircraft Co. Ltd., Hucclecote, Gloucester.**

# *Efficiency Aids*

## NEW DICTATOR

OUTSTANDING features of the **Assmann** dictating equipment are the remote control microphone which gives automatic length of letter indexing at the touch of a button, an automatic volume control which helps the typist by ensuring a constant level of reproduction whether dictation is loud or whispered, and the simple, rapid



loading of the **Astromag** magnetic-grooved disc which, according to the makers, can be used 50,000 times and is virtually unbreakable.

Corrections by overtalking give a guaranteed 100 per cent erasure and rapid erasure of the whole disc is effected by a foolproof built-in magnet. A lightning switch control can be used for telephone recording and loudspeaker telephone. The unit can be packed into a 16 lb. carry-case.

The standard recording medium can be used with all other models manufactured by the suppliers (previously known as the Dimafon system) and service can be obtained from stations in 30 countries.

**Multi-Recording Ltd., 27 Craven Street, Strand, London, W.C.2.**

## SAFE INSPECTION

ACCENT of design of the **Genfluor** fluorescent hand inspection lamp is on industrial safety features and robustness combined with lightness (3¼ lb.) for handling. The makers claim it is

safe for use in dangerous atmospheres, it is acid and alkali resistant, can be dropped from a height of 4 ft. on to a concrete floor without harm and can be used underwater. Its balance is such that it can be held for long periods without fatigue, or it can be hung by its flex to direct illumination in any one direction.

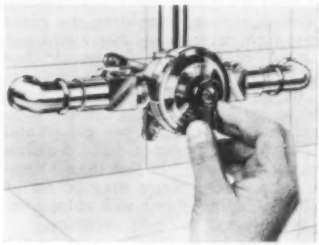
Light output is flickerless and of daylight quality (for colour matching), and it is shadowless within a 1-ft. radius of the lamp. The tubes are standard and are easily replaceable, running on a standard voltage of 220/250v.

**Gennar Engineering Ltd., 99 Old Street, London, E.C.1.**

## BETTER SHOWERS

THE **Leonard Minor** thermostatic mixing valve is designed for use with patent shower heads and spray bib taps on wash basins, requiring only about 1 gallon per minute for an adequate shower or spray. It is designed for low rates of flow without loss of temperature control.

Its features are claimed to be simplicity of installation and maintenance owing to its revolutionary "cartridge" construction. The cover unscrews and the thermostat unit can be lifted out and replaced without using any tool. When the cover is removed all internal component parts are at once accessible either for cleaning or replacement.



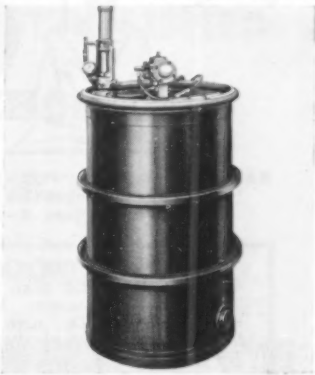
In operation, the hot and cold water supplies enter a mixing tube through circular ports, the opening of which is controlled by a concentric ported sleeve rotating inside the tube. The thermostat receives and reacts to changes in the mixed water temperature almost instantaneously. In this way the valve makes it virtually impossible to deliver water at any temperature other than that which is required and set by the turn of a regulating knob—an important safety factor.

The **Minor** will deliver to an open outlet between 1 and 2 gallons of water per minute under the conditions of maintained supply pressure normally found in this country.

**Walker, Crosweller & Co. Ltd., Cheltenham.**

## SPRAY-GUN FEEDER

THE Model 41-8500 Bullows-Binks material handling pump is designed to supply paint to spray guns straight from the container to a dead-end system (for non-pigmented materials)



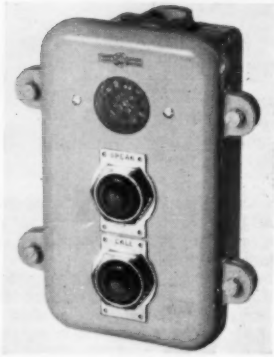
or to a circulating system where the materials to be handled may settle out in the lines. It will provide a steady flow of material delivered at a high rate with a long, smooth pump stroke, giving delivery on both the up and down movements. Low maintenance cost and long life, the makers claim, are assured by very low operating speeds.

Depending on the application, the unit is suitable for supplying material to at least six guns over a medium-size circulating system, providing the pipes are the right size; depending also upon the type of material in use it has a delivery pressure of up to 150 lb./sq. in., for a main line air pressure of 80 lb./sq. in. Air consumption is ½-1 C.F.M. per gallon and the pump will empty a full 55-gallon drum of SAE 20 oil in less than 5 minutes. Material pressure may be set as required and the pump will automatically compensate for line variation.

**Alfred Bullows & Sons Ltd., Long Street, Walsall, Staffs.**

## NOISE NO BARRIER

THE SH80 bulkhead microphone control unit has been specially designed to meet the needs of factories and machine plants where the high level of noise makes normal communication methods unsuitable. The system consists of a central amplifier and a




number of units with associated loudspeakers placed at key points around the plant. When the operator wants to make an announcement he presses the red "call" button, which sounds a warning note on all speakers throughout the network. He then presses the green "speak" button and holds it depressed while broadcasting the message.

During transmission the local loudspeaker is muted to avoid feedback, but as soon as the green button is released the unit is ready to receive replies from other points.

The unit is housed in robust cast metal and is weather-proof, a fine graded wire mesh protecting the microphone from dust and moisture. Portable versions of the equipment are also available which can be plugged in at strategic points.

**Communication Systems Ltd., Strowger House, 8 Arundel Street, London, W.C.2.**

## TYPING TESTER

A DEVICE is now being marketed which the typist can use to obtain accurate estimates of her speed and to pinpoint irregularity in her typing. The **Type Tester** is used in conjunction with an Adler typewriter and it consists of an alternative top plate to which are fixed a drum containing paper tape and a small electric motor. The tape moves across the machine at a regular speed and as the operator types the letters appear widely spaced. Any irregularities appearing on the tape show clearly and instantly her faults in rhythm and difficulties in locating a particular key.

Actual speed in words per minute can be read by laying the completed tape along a special scale, and progress during training can be charted quite simply by comparing a series of tapes. The motor runs at two alternative speeds for both slow and fast typists, and readings for either speed can be read on the scale. The **Tester** is easily attached to the machine and there is no

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need to remove the ordinary ribbon when it is in use.

**The Office Equipment Company, 113 High Holborn, London, W.C.1.**

### WIDE SCREEN FOR INDUSTRY

FILM programmes in any ratio from normal to wide screen can now be presented with G.B.-Bell & Howell 16 mm. sound projectors, by means of an entirely new and exclusive control—the variable aperture plate—which has now been introduced as a standard feature on this range of machines.

This new device is easily adjusted to set the ratio of the projected picture anywhere between 1.35 : 1 (normal) to 1.85 : 1 for both wide screen and Vista-Vision.

It can be used in several ways to improve programme presentation. By varying the aperture it is possible to have complete control over picture height, and in conjunction with an extended range of Taylor-Hobson lenses the picture is easily adjusted to fill any size of screen, with the projector remaining in any suitable position.

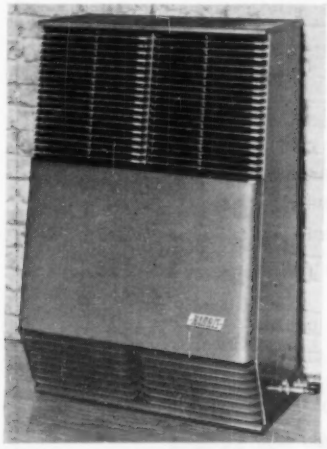
Existing G.B.-Bell & Howell machines can be adapted—cost is 10 guineas—by any cine service dealer.

**Rank Precision Industries Ltd., 37/41 Mortimer St., London, W.1.**

## *Heating*

### NEW GAS HEATER

THE **Wellsway** fluid gas convector heater, formerly manufactured by Attewell Engineering Co. Ltd., of Bath, is now a Harris product. It has a newly designed outer casing and the gas rate has been increased to 80 c.f.h.



It is ideal, the makers add, for use in factories, halls, offices, canteens and shops, giving abundant heat without condensation or corrosion of exposed metal surfaces.

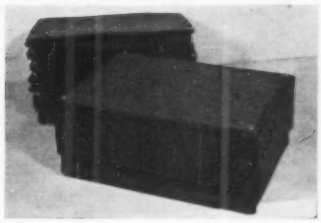
**Harris Engineering Co. Ltd., York Works, Browning Street, London, S.E.17.**

## *Packaging*

### IMPROVED CONTAINER

PRODUCTION of the **Foldaway** collapsible packing case has been taken over by the firm below who are now marketing an improved yet cheaper model. These improvements, the makers claim, are: no straps or buckles to impede instantaneous erection and collapse; it is impossible to collapse the case wrongly; packing pieces are provided to hold the case rigid for packing, thus allowing it to be packed above the level of the lower half and taking full advantage of the telescopic extension.

Made of light, flexible vulcanised



fibre, the cases do not tear or crease and are proof against dirt, damp and pilferage. Standard size is 27 by 18 by 9 in. Maximum expanded depth: 15/16 in., collapsing to 2 in. in depth.

**White, Child & Beney Ltd., Shepley Works, Audenshaw, Nr. Manchester.**

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17-23 DOVER STREET LEICESTER

FOR SAFETYS' SAKE INSIST ON TOSAVA'S

# A Steel Firm 'Investigates' its House Journals . . . . .

(*Continued from page* 33)

in other works or doing like jobs in other industries with which their own is connected.

Though editorially reassuring, the survey brought to light various shortcomings in the system of distribution. Three out of five copies of both INGOT and INGOT NEWS are bought at the employee's place of work, and most of the remainder at the pay office or the time office, and it did seem that a large number of employees, especially those in the "non-staff" category, were denied easy access to the journal on publication. People on night-shift in particular could well be overlooked in the general distribution. RTB is a diverse and widespread undertaking so no one system of distribution would be ideal for all plants, but in the course of the survey interviews employees themselves suggested a number of ways of improving distribution which the company now proposes to act upon.

Finally comes probably the most important survey finding of all: readers answers to the question "Why are these house journals published?" The number of people who gave reasons was 541 of whom some gave more than one reason. Thirty-eight per cent. thought the journals were published to tell employees what is happening in the rest of the company, while 19 per cent. was of the opinion that their object was to interest employees in the company. Six per cent. thought that the journals were trying to make a family of a big organisation, 5 per cent. saw them as an attempt to promote good relations between the company and employees and 3 per cent. as part of the company's welfare and education programme. Two per cent. thought the object was to tell employees where steel products go and other 2 per cent. thought it was to build up publicity for RTB. Twenty-one per cent. gave other reasons including a handful who suggested that the publications were a means of saving tax, using up surplus profits or finding jobs for directors' relations. Eight per cent. could give no reason at all.

Of the employees who could name one or other of the publications, three out of five said they believed the purpose behind them was to tell employees what was happening in the rest of the company or to stimulate interest in the company among its employees. Altogether 95 per cent. of the employees questioned said that the publication of the journals was a good thing and that they were value for money. What the company calls "this high degree of acceptance" was reinforced by the same percentage of employees stating that they had no objection to paying for both magazine and newspaper.

### Make It a Quality Job

There are many things to be learned from this survey of two of our leading house journals, and one of these is that firms who can afford it might profitably invest in a survey of their own publications. But whether or not the budget can go to this, the RTB findings establish beyond all doubt that quality pays in this field. In other words, if you want your house magazine to be effective, you must be prepared to spend some money on it.

*The trouble with words . . .*

. . . is that they mean different things to different people. Your tone of voice helps them along, of course. Puts the emphasis in the right place, makes them sober or gay, sincere or indifferent.

It's more tricky with printed words. Nothing to help you here. The print is stone cold—and one ill-chosen word can wreck the meaning behind a thousand others.

The house journals we produce for famous firms use the right words. We make use of the space between the lines too.

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WORLD'S PRESS NEWS

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P.M.

# November Management Diary

**BRITISH INSTITUTE OF MANAGEMENT**
6-8 **Bournemouth.** National management conference. Theme: "Research — a signpost to better management".

**BURTON MANOR**
**(Burton in Wirral, Cheshire)**
10-15 Expressing yourself in writing and speech. Course in writing memoranda, reports, letters, etc., and in preparing and making formal and informal speeches.
10-15 Electrical safety in industry. Course for foremen.
18-29 The nature of management, part 1. Course for junior managers, manager trainees, specialists, superintendents, etc.
25-Dec. 6 Supervision in the docks and shipping industries.

**COLLEGE OF PRODUCTION TECHNOLOGY**
**(Great Chart, Ashford, Kent)**
4-8 Foremanship. 5-day course.
18-22 Work Study. 5-day course.
18-22 Materials Handling. 5-day course.
25-29 Foremanship. 5-day course.

**INDUSTRIAL CATERING ASSOCIATION**
6 **London.** Demonstration of jointing, cooking and presenting meats.
12 **Birmingham.** Demonstration of electrical equipment.
12 **Leeds.** Demonstration by Cadbury Bros. Ltd.
12 **Cardiff.** Film and talk on French wines.

**INDUSTRIAL WELFARE SOCIETY**
**Residential conferences and courses.**
15-18 **Grand Hotel, Brighton.** Trends in apprenticeship training.
29 Dec. 2 **Grand Hotel, Brighton.** Office executives.

**Non-residential courses and meetings at Robert Hyde House.**
7 New Thinking Luncheon.
11 Personnel records and procedures.
14 Day course for canteen staff.
18 Work simplification in the office.
21 Research in the retail trade.
22 Industrial Editors (Welfare) Group meeting. "Let the printer help you."
26 Absenteeism and labour turnover.
4-8 Junior executives and management trainees.
12-13 Women supervisors.
19-20 Group leading.
25-29 Foremen.

**Meetings outside London.**
6 **Birmingham.** Visual aids demonstration.
13 **Glasgow.** Management seminar on human relations.

**INSTITUTE OF INDUSTRIAL SUPERVISORS**
1-3 **Ashorne Hill, Leamington,** Human relations.
1-3 **Ashorne Hill.** Work study for supervisory management.
8-10 **Allan Water Hotel, Bridge of Allan.** Economic background for foremen.
8-10 **St. Ann's Hotel, Buxton.** Practice of supervisory management.
15-17 **Crown Hotel, Scarborough.** Human relations.
22-24 **Missenden Abbey, Bucks.** Human relations.
22-24 **Allan Water Hotel.** Organising for production—the foremen's part.
29-Dec. 1 **Ashorne Hill.** Industrial relations, industrial law.
29-Dec. 1 **Ashorne Hill.** The foreman and cost reduction.
29-Dec. 1 **Marine Hotel, Troon.** Human relations.

**INSTITUTE OF INDUSTRIAL TECHNICIANS**
28 **Manchester.** Work study in Remploy.

**INSTITUTE OF PERSONNEL MANAGEMENT**
24-29 **London.** Wage negotiation and industrial relations. 5-day residential study course.

**INSTITUTION OF WORKS MANAGERS**
12 **Birmingham.** Co-partnership the means to increased productivity.
4 **Doncaster.** The future of industrial relations.
11 **Doncaster.** Future industrial efficiency.
25 **Doncaster.** Industrial organisation in the future.
28 **Glasgow.** The art of delegation.
5 **Leicester.** The doctor in industry.
6 **Leicester.** Supervisory and management training.
19 **Merseyside.** Cybernetics.
19 **Northampton.** Industry's impact on health.
-29 **Nottingham.** Educating the boss.
14 **Preston.** The worker, management and productivity.
28 **Lancaster.** Communications within an industrial establishment.
12 **Sheffield.** Incentives in industry.

**NIFES**
4-8 **Reading.** Course on oil firing. Steam raising.

**POLYTECHNIC (London)**
**(Department of Management Studies)**
Dates given below are for commencement of courses:
7 Interviewing techniques of management. Thirteen weekly meetings.
11 Social skills of management. 6-week full-time course in human relations, covering incentive techniques, problems of communication and the effects of groups on human behaviour.

**RESIDENTIAL COURSES FOR GIRLS**
2-9 **Avon Tyrrell, Hants.** Course for girls working in shops and stores.

**RoSPA**
14 **Glasgow.** Scottish Industrial Safety Conference.

**URCHFONT MANOR**
**(Devizes, Wiltshire)**
4-9 The outlook for British industry. Course designed for men above first-line supervision in industry and commerce, including salesmen, technicians, accountants and research workers.
11-16 The human factor in the office. Course for office supervisors, secretaries, accountants and other office workers.
25-30 Thinking, speaking and writing. Course of lectures and practice in committee and report work.

**EXHIBITIONS, Etc.**
5-16 **Manchester.** Industrial Efficiency and Productivity Exhibition.
8-16 **Glasgow.** Scottish Motor Exhibition.
13-27 **London.** 27th Building Exhibition.
18-22 **London.** 40th Medical Exhibition.


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**ST. ALBANS**


# October Stop Press

**BRITISH INSTITUTE OF MANAGEMENT**
4-6 **Old Hall Hotel, Buxton.** European Free Trade—the challenge to management. Annual week-end conference of BIM Manchester branch. N.B. One paper on "Personnel aspects of European economic co-operation".

**COLLEGE OF PRODUCTION TECHNOLOGY**
**(Great Chart, Ashford, Kent)**
7-11 Foremanship. 5-day course.
14-18 Method Study. 5-day course.
14-25 Method Study. 2-week course.
14-25 Work Study. 2-week course.
14-25 Materials Handling. 2-week course.

**INSTITUTE OF INDUSTRIAL SUPERVISORS**
4-6 **Dunblane Hydro.** Incentives, merit rating and job evaluation.

**INSTITUTION OF WORKS MANAGERS**
22 **London.** The trade unions and productivity.
8 **Birmingham.** Industrial relations today.
4 **Leicester.** Training for management.
22 **Merseyside.** Incentives for maintenance work.
4 **Northampton.** Education for works management.
10 **Preston.** Leadership.
15 **Wolverhampton.** Common ownership.

**NIFES**
7-11 **Reading.** Instructional course on oil firing. Central heating.

**THE TEXTILE INSTITUTE**
15 **British Rayon Research Association, Heald Green, Manchester.** The Flammability of Textiles. One-day conference.

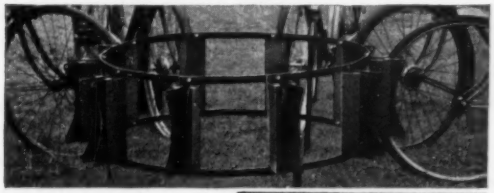
**CATERING CONFERENCE**
29 **Edinburgh.** School of Domestic Science, Athol Crescent. Includes bacon cookery demonstrations by the chef instructor and students of the school. Further details from the information officer, Bacon Information Council, Brook House, Park Lane, London, W.1. Tel: MAYfair 8171.

# Official Publications

**Time Rates of Wages and Hours of Labour**—April 1, 1957. H.M.S.O. 11s.
**Safety, Health and Welfare Conditions** in Non-Ferrous Foundries. First Report of Joint Standing Committee. H.M.S.O. 7s. 6d.
**Protection of Persons Exposed to Ionizing Radiations**—Code of practice. H.M.S.O. 8s.
**Precautions in the use of Ionizing Radiations in Industry.** Factory form No. 342. H.M.S.O. 3s.
**Lead Paint Regulations, 1927.** Leaflet on Painters' Colic. H.M.S.O. 2d.
**Factories (Ionising Radiations) Special Regulations.** Preliminary draft. H.M.S.O. 9d.
**Rehabilitation of Amputees.** General principles drawn up by a sub-committee of the Western European Union. H.M.S.O. 2s. 6d.

# ABIX *Cycle Holders*

The ABIX Cycle Holder illustrated here has been designed for use in positions where our well known and popular types of cycle stand might not be convenient.
Robust and durable in construction made entirely of steel with a choice of stove enamelled or galvanised finishes.
The ABIX Cycle Holders will be found not only economical of space but remarkably quick and easy to use.
The front tyre is merely pushed between the spring actuated jaws of the holder when it becomes securely held and the cycle retains its normal upright position. The wheel does not come into contact with the holder and risk of damage to cycle, person, or clothing is obviated. If safety measures are thought desirable a lock and chain may be readily affixed by threading chain through holes provided in the jaws.



▲ ABIX Cycle Holders fitted on a frame of circular form some 3 ft. in dia. 10 cycles may be accommodated in this way with ample clearance between.
ABIX Cycle Holders ▶ fitted two sides of a wooden post, the four sides of which may be utilised if desired.

**ABIX** *Please write for illustrated catalogue:*
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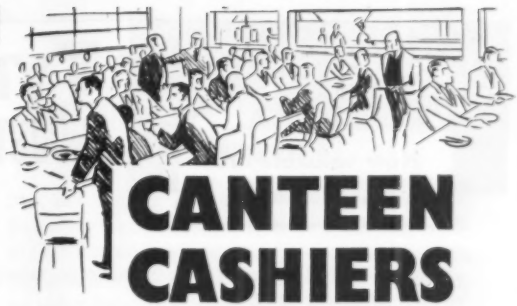

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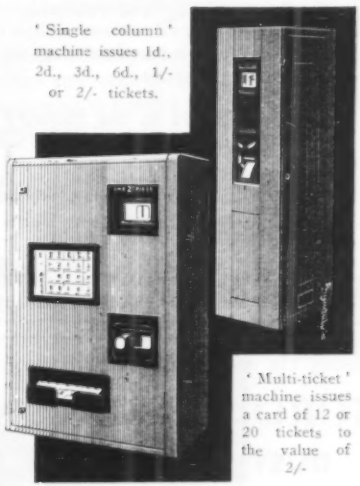

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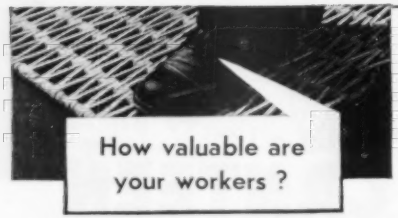


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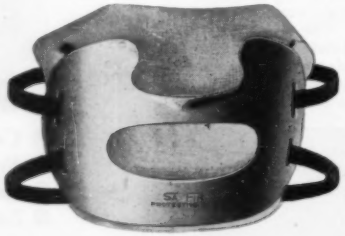

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# QUICK THINKING SAVED A LIFE

THE extraordinary bravery and presence of mind shown by a Liverpool labourer in an electrical accident last February, saved the life of a fellow worker, and earned him the award of the Queen's Commendation for brave conduct. The award was presented to him last month on behalf of Her Majesty by the Earl of Derby, Lord Lieutenant of the County of Lancashire.

The labourer, Herbert Lobley, was working in the power house of Tate and Lyle's Love Lane factory, helping the senior charge electrician, J. Seddon, in week-end manitenance of the main electrical supply apparatus. They were about to lower the tank of a 6,000 amp. main circuit breaker when the lowering mechanism short circuited. Lobley received a shock and the flash started a small blaze which Seddon at once tried to put out. His hands came into contact with the two phases and he was unable to let go; the shock began to contract his muscles and his feet were drawn up from the ground.

Lobley was in a dilemma; if he tried to pull him away he would probably receive another shock; the switch was too far away to cut the current quickly, and if he shouted for help it would probably take too long.

Instead he rushed at Seddon and with a footballer's shoulder tackle, charged him clear of the live bars. Seddon soon recovered and they were able to put out the fire and draw the isolators.

According to H.M. Inspector of Factories who recommended the award, Lobley had little room and even less time to act. Had he been any slower Seddon would have died.

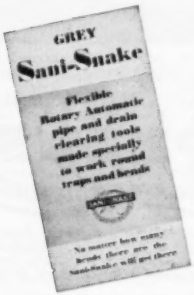
## *Barrier of Confusion*

"THERE is much confusion in industry as to the real purpose of barrier creams [which] should be considered primarily as a prophylactic against dermatitis . . . They must be used regularly and must be applied as frequently as the nature of the work requires". This advice is quoted from a new pamphlet published by Scientific Pharmacals Ltd. (1 Eden Street, Hampstead Road, London, N.W.1), on "barrier creams and their mechanism of action".

To remove confusion the pamphlet sets out to describe exactly how barrier creams work, how they should be used and where they are most effective. It stresses the limitations as well as the advantages, and for safety officers who want to confront sceptical employees with all the answers, a list of authoritative references is included.

# Keep plumbing clear

*REMOVED by the "Sani-Snake" after all attempts by other means had failed.*




One blocked waste pipe may cost you anything from £10 to over £100 for excavation or dismantling. A "Sani-Snake" will cost you £10 or less and will eliminate the necessity for such costly work. A very large number of famous manufacturing firms and departmental stores are daily using the "Sani-Snake.

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R96B

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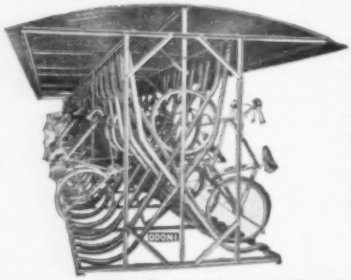

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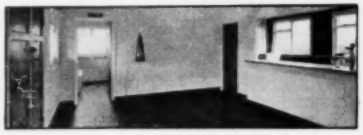

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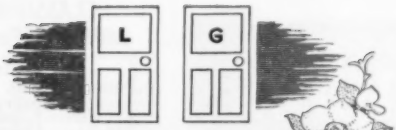


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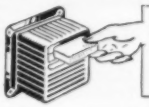

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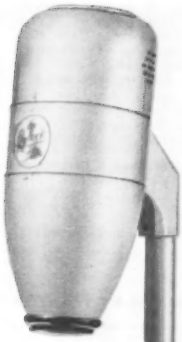

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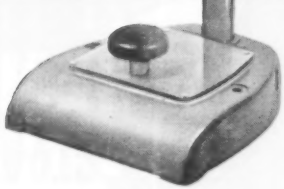

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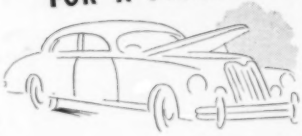

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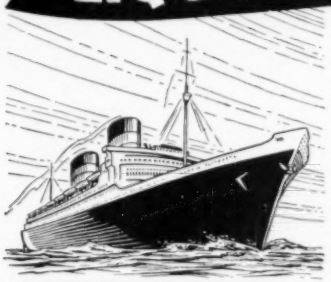

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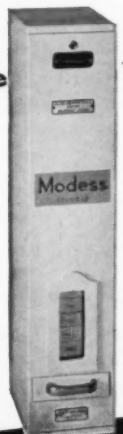


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